

Joint Commissioning Committee

Highlight Report from the Planning, Performance and Finance Sub-Committee

Dyddiad y Cyfarfod / Date of Meeting	17/03/2026
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
Awdur yr Adroddiad / Report Author	Maxine Evans, Assurance & Risk Officer
Cyflwynydd yr Adroddiad / Report Presenter	Paul Worthington, PPF Chair and Lay Member, NWJCC
Noddwr yr Adroddiad / Report Sponsor	Stacey Taylor, Director of Finance, NWJCC

Pwrpas yr Adroddiad / Report Purpose	For Noting
---	------------

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
Health Boards		Noted

1. SITUATION/BACKGROUND

This report has been prepared to provide Health Board Chief Executive Officer Members of the Joint Commissioning Committee (JC) with a summary of the key issues considered by the NHS Wales Planning, Performance and Finance (PPF) Sub-Committee at its public meeting on 26 February 2026.

Key highlights from the meeting are reported in Section 2.

2. HIGHLIGHT REPORT

(Links to reports highlighted - [February 2026 - NHS Wales Joint Commissioning Committee](#))

Status	Update
Alert / Escalate	<p>The NWJCC Finance Report - Month 10 2025/26 was received. The end of year forecasted financial deficit has reduced to £6.9m. The JCC is confident in delivering the forecast position, with key issues resolved, including reimbursement for Caswell related to out-of-area placements. There has also been a positive impact seen as a result of capping activity with NHS English providers. Winter pressures are being managed and risks related to Individual Funding Patient Requests (IPFR) are minimal with most approvals expected to be realised in the new financial year. The JCC Chief Commissioner has been invited to a Welsh Government scrutiny session in March 2026, with JCC director attendance to be confirmed. Following anticipated approval of the of the NWJCC Integrated Medium-Term Plan at the end of March, Service Level Agreements (SLAs) will be secured with health boards, contingent on final funding allocations.</p>
Advise	<p>The NWJCC Combined Operational Performance Report was received. Highlights noted included improvements in outpatient waiting times performance, a small number of breaches in ambulance performance rates and that the mental health section of the report had been updated to include median stays and utilisation rates. Assurances were provided around Welsh patients placed at St Andrews Healthcare, and the increased level of monitoring and weekly multi-agency meetings were noted. Members discussed the positive feedback that Caswell Clinic had reopened to admissions and that repatriation plans for both medium secure and Child and Adolescent Mental Health Services (CAMHS) were in place. Expected improvement trajectories and the financial impact of the repatriation plans would be shared outside the meeting.</p> <p>Ambulance response times were slightly above performance targets but improving in recent months, recognising that the new response model was still in its infancy. An external three-year evaluation of the model has been commissioned with Swansea and Edge Hill University, and ongoing work focuses on total patient wait times and technological improvements in queue management on the Dashboard.</p>

Status	Update
<p>Assure</p>	<p>The PPF Organisational Risk Register (ORR) was received for the assigned risks from the NWJCC Operational Risk Register as of 31 January 2026. After PPF scrutiny and review, the JC will receive the January 2026 risk register at its March 2026 meeting. The following were highlighted:</p> <ul style="list-style-type: none"> • Three commissioning risks and two corporate risks, with a score of fifteen or above, have been assigned to PPF. • One risk has been escalated; six risks have been de-escalated; one emerging risk has been highlighted which had been considered by the Senior Leadership team (SLT) on 18 February and agreed for inclusion on the ORR following further refinement of the risk description. However, since then Welsh Government has issued a response to the JCC Medical Director’s letter clarifying the pathway to request funding. As such, it is no longer considered as a high risk to the JCC and will be removed from the ORR, and managed locally by the Medical team. • The nature of the risks outlined had shifted to a commissioner-focused approach, which should result in better controls and more effective actions, but this remains a work in progress. This work will inform the management of the organisations strategic objectives and Joint Assurance Framework (JAF) which are under development. It was recognised that this is an iterative process, and that work to align and integrate organisational and strategic risks with the Integrated Medium-Term Plan (IMTP), specifically the impact of decisions made around investment, is planned over the coming months. • Members were pleased with the progress made to date. <p>The NWJCC Foundation Plan Quarterly Delivery Update was received against the Quarter 1, 2 and 3 deliverables. The report was noted, acknowledging the level of detail included and the areas reporting as red and amber as a result of the decisions made within the IMTP discussions to not invest in previously agreed legacy areas.</p> <p>Members received and endorsed, subject to minor amendments, the following end of year governance documents:</p> <ul style="list-style-type: none"> • Annual Review of PPF Terms of Reference • Review of PPF Sub-Committee Effectiveness - Survey Questions • PPF Annual Report 2025/26 • PPF Forward Plan of Business 2026/27

Status	Update
Inform	A verbal update on the final stages of the development of the IMTP was provided. The reduction of the IMTP deficit from £39 million in December 2025 to £16.2 million was noted. The plan will be discussed at the JC meeting on 17 March and further presented for approval on 23 March to align with health board IMTP Board approvals. There is a need for additional scrutiny post approval of the IMTP with a timeline and process to be shared for identifying further options to improve the financial position beyond March 2026. Additionally, members discussed the need for a transparent narrative within the IMTP describing the difficult choices already made to date and outlining the ongoing scale of challenge, the steps required to achieve a stabilised, recurrent financial balance, and the impact of potential service changes, including the possibility of decommissioning or reconfiguring of services.
Appendices	None.

3. ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC Link to JCC Strategic Objectives(s)	Maximise Value
	Ensure Quality; Reduce Duplication; Improve Equity & Population Health; Facilitate Integration
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
	A Healthier Wales
Dolen i Hwyluswyr Ansawdd (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality (Duty of Quality Statutory Guidance (gov.wales))	Leadership
	Culture and Valuing People; Learning, Improvement and Research; Whole-systems Perspective
Dolen i Feysydd Ansawdd (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality (Duty of Quality Statutory Guidance (gov.wales))	Effective
	Efficient; Equitable; Person-centred; Timely; Safe
	No - Not Applicable

Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	
--	--

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: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	If no, please include rationale below: This is a summary of the latest meeting of the JCC
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: <input checked="" type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome for Equality (delete as appropriate): POSITIVE/NEUTRAL/NEGATIVE Outcome for Welsh Language (delete as appropriate): POSITIVE/NEUTRAL/NEGATIVE	If no, please include rationale below: This is a summary of the latest meeting of the JCC
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>	Yes (Include further detail below)	
	The performance of the services will be used to develop the IMTP and identify the areas where resources may be required.	

4. RECOMMENDATIONS

The Health Board is asked to:

- **Note** the highlights outlined in Section 2 of this report.

COMMITTEE UPDATE REPORT/ ADRODDIAD DIWEDDARU'R PWYLLGOR

Extraordinary

Regional Joint Committee

Date of last meeting/ Dyddiad y cyfarfod diwethaf: 16 February 2026

Quoracy/ Cworwm: Met

Report by/ Adroddiad gan: Neil Wooding CBE & Jan Williams CBE, Co-Chairs

KEY DISCUSSION POINTS AND MATTERS FROM THE DISCUSSION AT THE MEETING/ PWYNTIAU TRAFOD ALLWEDDOL A MATERION I'W HUWCHGYFEIRIO O'R DRAFODAETH YN Y CYFARFOD:

Alert¹ (may require discussion)/ **Rhybuddio** (efallai y bydd angen trafodaeth)

- The Regional Joint Committee (RJC) did not identify any items to **alert** Hywel Dda UHB (HDdUHB) and Swansea Bay UHB (SBUHB) Public Boards.

Advise² (to monitor)/ **Cynghori** (i fonitro)

- The Regional Joint Committee (RJC) did not identify any items to **advise** Hywel Dda UHB (HDdUHB) and Swansea Bay UHB (SBUHB) Public Boards.

Assure³ (to note)/ **Sicrhau** (i nodi)

The RJC agreed to **assure** members of Swansea Bay UHB and Hywel Dda UHB Boards that:

Regional Cellular Pathology Programme — Transitional Memorandum of Understanding (MoU):

- The Committee reviewed the redrafted Transitional Memorandum of Understanding, which reflects updated governance arrangements, refreshed programme structure, and the commitment to developing a single regional cellular pathology service hosted by Swansea Bay UHB.
- Members explored matters related to workforce, governance, accountability and transitional arrangements, noting the importance of continued regional

¹ There is a lack of confidence that any action in place is sufficient to address the issue satisfactorily and/or within the scope of the operational team or executive to resolve. Engagement, action or intervention required.

² There are areas of concern where assurance has been taken on actions in place but requires close monitoring. An early warning of an emerging and potentially serious concern.

³ There is confidence that actions are robust and will be sufficient to address the issue or generally operating effectively. Routine monitoring.

collaboration irrespective of capital programme timelines. Workforce fragility across operational and clinical functions reinforced the value of advancing a regional service model.

- Clarifications provided in advance addressed indemnity, liability and accountability, confirming that the MoU does not alter the legal standing of either Health Board and does not create financial liability pending any formal contractual arrangements.
- The Committee endorsed the revised MoU for onward approval by both Health Boards.

Regional Cellular Pathology Programme – Preferred Laboratory Site:

- The Committee considered the conclusions of the comprehensive appraisal of the three potential site options. A regional workshop held on 2 February 2026 identified Bay Campus as the preferred site due to advantages in service delivery, workforce, research environment and future-proofing.
- Members noted that technical evaluations confirm feasibility and that the recommendation represents a clear and collaborative regional consensus. The Committee recognised that the recommendation supports the next stage of Business Case development.

The RJC:

- Recognised the clear consensus reached at the regional workshop on the preferred site.
- Endorsed submission of the South-West Wales Regional Cellular Pathology Laboratory preferred site paper to the Welsh Government Capital Team.
- Supported onward approval at SBUHB's Special Public Board (17 February 2026) and HDdUHB's Extraordinary Public Board (19 February 2026).

Review of Risks/ Adolygiad o Risgiau

- Not applicable

Sharing of learning/ Rhannu dysgu

- Not applicable

Recommendation/ Argymhelliad

That Swansea Bay UHB and Hywel Dda UHB Boards:

- **Considered** the report of the RJC meeting held on 16 February 2026, noting the progress made in advancing the Regional Cellular Pathology Programme,

including the updated Transitional MoU and the endorsement of a preferred laboratory site.

Date of next meeting/ Dyddiad y cyfarfod nesaf: Thursday 16th April 2026

Agenda, papers and minutes are available on our website/ Mae agenda, papurau a chofnodion ar gael ar ein gwefan: ([SBUHB](#) and [HDdUHB](#))

COMMITTEE UPDATE REPORT/ ADRODDIAD DIWEDDARU'R PWYLLGOR

Regional Joint Committee

Date of last meeting/ Dyddiad y cyfarfod diwethaf: 22 January 2026

Quoracy/ Cworwm: Met

Report by/ Adroddiad gan: Ms Eleanor Marks & Jan Williams CBE, Co-Chairs

KEY DISCUSSION POINTS AND MATTERS FROM THE DISCUSSION AT THE MEETING/ PWYNTIAU TRAFOD ALLWEDDOL A MATERION I'W HUWCHGYFEIRIO O'R DRAFODAETH YN Y CYFARFOD:

Alert¹ (may require discussion)/ **Rhybuddio** (efallai y bydd angen trafodaeth)

- The Regional Joint Committee (RJC) did not identify any items to **alert** Hywel Dda UHB (HDdUHB) and Swansea Bay UHB (SBUHB) Public Boards.

Advise² (to monitor)/ **Cynghori** (i fonitro)

- The Regional Joint Committee (RJC) did not identify any items to **advise** Hywel Dda UHB (HDdUHB) and Swansea Bay UHB (SBUHB) Public Boards.

Assure³ (to note)/ **Sicrhau** (i nodi)

The RJC agreed to **assure** members of Swansea Bay UHB and Hywel Dda UHB Boards that:

- The Committee explored behavioural science approaches led by Public Health Wales (PHW) and the Future Generations Commissioner's Office, focusing on COM-B, food systems, inequalities, and procurement. Members identified structural barriers and opportunities for whole-system change. Outputs will inform Regional Health Economy work and forthcoming planning. Public Health teams will continue to develop an inequalities profile together with PHW, integrate national food system guidance, and continue joint work with Public Services Boards (PSBs). A regional PSB workshop in March 2026 will shape priorities, with progress updates due in April 2026.
- **Regional Health Economy:** Progress continues to strengthen the shared regional approach by supporting alignment across People, Place,

¹ There is a lack of confidence that any action in place is sufficient to address the issue satisfactorily and/or within the scope of the operational team or executive to resolve. Engagement, action or intervention required.

² There are areas of concern where assurance has been taken on actions in place but requires close monitoring. An early warning of an emerging and potentially serious concern.

³ There is confidence that actions are robust and will be sufficient to address the issue or generally operating effectively. Routine monitoring.

Procurement and Partnerships. Milestones have been set, bi-monthly steering group meetings established, and a March 2026 regional long term strategic plan workshop planned, ensuring long-term planning remains cohesive and informed by developing population-level insights. PHW is supporting development of a regional inequalities profile and addressing intelligence gaps.

- **Clinical Services Planning:** Pathology programme remains on track with the outstanding Memorandum of Understanding (MoU) and preferred Regional Cellular Pathology Laboratory site update scheduled for an RJC Extraordinary meeting on 16 February 2026. This will help to improve patient outcomes through timely diagnostics, targeted pathways and clearer follow-up. Vascular discussions continue nationally to deliver a more resilient, safer, and equitable services. Orthopaedics requires joint oversight of Patient Tracking Lists (PTLs) and workforce planning to improve equity of access across the region through a single regional waiting list and standardised pathways. Stroke programme is awaiting national standards decisions in February 2026 to standardise protocols to reduce unwarranted variation.
- **Finance & Contracting:** Progress includes regional value-based work through the Socio-Technical Allocation of Resources (STAR) Programme and Value-Based Procurement delivery with Swansea University, together with joint procurement opportunities; continued Orthopaedic contracting redesign which will set the basis for future contracting models and decisions; continued collaboration between finance teams; and the appointment of a regional procurement lead to support learning, finance literacy, training, career development, frameworks/controls, and process alignment.
- **Data and Digital:** A joint digital vision has been developed in order to harness digital innovation to empower healthier lives, connect communities, and deliver proactive, equitable care, anytime, anywhere. The vision focuses on long-term capability rather than products—prioritising interoperability, Artificial Intelligence (AI) readiness, data-sharing, and aligned deployment of national systems. There was recognition of historic digital deficits across the region and the need for clear sequencing and dependency mapping. To address this, a regional digital capability and deficit review will be undertaken to assess the landscape in conjunction with both health boards, local authority, academic and industry partners.
- **Research, Innovation & Excellence:** Ongoing work included oncology research collaboration; development of a regional operating model to support regional opportunities for innovation, including with academic partners to be more attractive to trial sponsors and to optimise the use of facilities at local hospital sites and universities and potential to create centres of excellence; the proposed creation of a sub-committee; and defining the remit and recruitment of a Regional Director for Research and Development. It was agreed that a refined governance proposal would be presented to the RJC meeting in April 2026.

- **Workforce and Organisational Development:** Activity included joint planning using the 3A methodology to improve workforce retention, recruitment, succession planning, resilience, and apprenticeships; continued development of a Regional Leadership Network to widen access to programmes (leadership, coaching, and mentoring) improving quality while reducing duplication; continued support between health boards on Electronic Staff Record (ESR) deployment; and consideration of legislative changes. Cultural and behavioural change requirements were emphasised.
- **Regional Joint Committee 2025/26 Work Programme:** The Committee reviewed progress against the 2025/26 work programme, acknowledging the need to refine priorities, align regional commitments with organisational Integrated Medium Term Plans (IMTPs) and strengthen coherence across local, regional and national structures.
- Sub-groups have demonstrated good progress, with demonstrable ambition shown across the various workstreams despite significant workforce pressures.
- The regional approach is maturing and providing increasing value, including future-facing issues such as regional budgets and digital transformation.

Review of Risks/ Adolygiad o Risgiau

- Not applicable

Sharing of learning/ Rhannu dysgu

- Not applicable

Recommendation/ Argymhelliad

That Swansea Bay UHB and Hywel Dda UHB Boards:

- **Consider** the report of the RJC meeting held on 22 January 2026, recognising the progress made in regional collaboration and work programme development.

Date of next meeting/ Dyddiad y cyfarfod nesaf: Thursday 16 April 2026

Agenda, papers and minutes are available on our website/ Mae agenda, papurau a chofnodion ar gael ar ein gwefan: ([SBUHB](#) and [HDdUHB](#))

COMMITTEE UPDATE REPORT/ ADRODDIAD DIWEDDARU'R PWYLLGOR

Extraordinary In-Committee Meeting

Regional Joint Committee

Date of last meeting/ Dyddiad y cyfarfod diwethaf: 16 February 2026

Quoracy/ Cworwm: Met

Report by/ Adroddiad gan: Neil Wooding CBE & Jan Williams CBE, Co-Chairs

KEY DISCUSSION POINTS AND MATTERS FROM THE DISCUSSION AT THE MEETING/ PWYNTIAU TRAFOD ALLWEDDOL A MATERION I'W HUWCHGYFEIRIO O'R DRAFODAETH YN Y CYFARFOD:

Alert¹ (may require discussion)/ **Rhybuddio** (efallai y bydd angen trafodaeth)

- The Regional Joint Committee (RJC) did not identify any items to **alert** Hywel Dda UHB (HDdUHB) and Swansea Bay UHB (SBUHB) Public Boards.

Advise² (to monitor)/ **Cynghori** (i fonitro)

- The Regional Joint Committee (RJC) did not identify any items to **advise** Hywel Dda UHB (HDdUHB) and Swansea Bay UHB (SBUHB) Public Boards.

Assure³ (to note)/ **Sicrhau** (i nodi)

The RJC agreed to **assure** members of Swansea Bay UHB and Hywel Dda UHB Boards that:

Regional Cellular Pathology Programme – Preferred Laboratory Site:

- The Committee received an update on the appraisal of potential sites for the Regional Cellular Pathology Laboratory, following extensive technical and non-technical evaluation. A regional workshop reached a clear consensus that Bay Campus is the preferred location, reflecting advantages in service delivery, workforce opportunities and academic partnership potential.
- Members discussed key considerations relating to implementation requirements, organisational impacts, digital readiness, and longer-term

¹ There is a lack of confidence that any action in place is sufficient to address the issue satisfactorily and/or within the scope of the operational team or executive to resolve. Engagement, action or intervention required.

² There are areas of concern where assurance has been taken on actions in place but requires close monitoring. An early warning of an emerging and potentially serious concern.

³ There is confidence that actions are robust and will be sufficient to address the issue or generally operating effectively. Routine monitoring.

opportunities. Assurance was given that formal queries previously raised had been addressed through expert advice, including matters of governance, accounting frameworks and local risk variation.

The RJC:

- Recognised the clear consensus reached at the regional workshop on the preferred site.
- Endorsed submission of the South-West Wales Regional Cellular Pathology Laboratory preferred site paper to the Welsh Government Capital Team.
- Supported onward approval at SBUHB's Special Public Board (17 February 2026) and HDdUHB's Extraordinary Public Board (19 February 2026).

Review of Risks/ Adolygiad o Risgiau

- Not applicable

Sharing of learning/ Rhannu dysgu

- Not applicable

Recommendation/ Argymhelliad

That Swansea Bay UHB and Hywel Dda UHB Boards:

- **Considered** the report of the RJC meeting held on 16 February 2026, noting progress made in confirming the preferred Regional Cellular Pathology Laboratory site and the detailed assurance work undertaken.

Date of next meeting/ Dyddiad y cyfarfod nesaf: Thursday 16th April 2026

Agenda, papers and minutes are available on our website/ Mae agenda, papurau a chofnodion ar gael ar ein gwefan: ([SBUHB](#) and [HDdUHB](#))