



Our ref: MA/EM/2287/23

Dr Chris Turner  
Chair  
EASC

[Chris.Turner2@wales.nhs.uk](mailto:Chris.Turner2@wales.nhs.uk)

13 December 2023

Dear Chris

I am writing to confirm your objectives as Chair of the Emergency Ambulance Services Committee (EASC) for the current financial year and the approach for the appraisal and assessment process.

As discussed at the Chairs' Away Day earlier this year, and over the course of the annual appraisal meetings I have held with each Chair, it has become clear that Chairs are keen to see a shorter, more focussed list of performance metrics. As a result, for this year, I am providing you with a small number of joint committee objectives.

The joint committee objectives illustrate the improvement I expect you to achieve across the remit of the joint committee, in line with ministerial priorities, and are areas where I expect the joint committee and you as Chair to demonstrate leadership and strategic direction.

Attached to this letter at annex 1, I have provided examples of the activity that I would expect to see you provide to demonstrate progress against the organisational objectives.

Your objectives are:

- Leadership:** To ensure that the joint committee has established, and has arrangements in place, to implement the strategic direction of the Health Boards in relation to the services commissioned to meet the changing needs of the population. This should include development and early communication of commissioning intentions that align to the six policy goals for urgent and emergency care, and the wider strategic policy context.
- Governance:** To ensure that the joint committee operates its accountability and scrutiny functions effectively to include joint committee effectiveness, good governance arrangements, sound risk management, financial management, quality and safety requirements, and compliance with accountability and regulatory requirements.

3. **Improvement:** To contribute and provide leadership as appropriate to the Welsh Government response to the recommendations within the Independent Review of National Commissioning Functions in Wales.
4. **Compassionate culture:** To ensure the joint committee champions behaviours and has robust systems to ensure a compassionate culture where everybody feels they belong, and so are able to make a full and valued contribution to the commissioning of services provided.
5. **Patient and stakeholder engagement:** To ensure the joint committee scrutinises the arrangements providers have in place to manage the expectations and respond in a timely way to concerns raised by patients, their families and other stakeholders.

Chairs of NHS organisations and the joint committees will participate in a performance and development review process which is consistent with the Office of the Commissioner for Public Appointments (OCPA) recommendations and competency framework for non-officer members. We will require you to complete two self-assessments, one in December/January and an end of year report which we will discuss in an end of year review. I would expect that your reports are shared with the joint committee.

I would be grateful if you could review the proposed targets and governance objectives, raising any issues within 14 days of receipt of this letter to:

[HSSBriefingsandMeeting@gov.wales](mailto:HSSBriefingsandMeeting@gov.wales)

If you do not respond it will be assumed that you are in agreement with the proposed objectives.

Appraisal meetings will be arranged towards the end of the financial year, and the appropriate baseline assessment and related paperwork will be circulated prior to the meetings.

Yours sincerely



**Eluned Morgan AS/MS**

Y Gweinidog Iechyd a Gwasanaethau Cymdeithasol  
Minister for Health and Social Services

## Annex 1 – Organisational Objectives – evidence to demonstrate impact

**Leadership:** To ensure that the joint committee has established, and has arrangements in place, to implement the strategic direction of the Health Boards in relation to the services commissioned to meet the changing needs of the population. This should include development and early communication of commissioning intentions that align to the six policy goals for urgent and emergency care, and the wider strategic policy context.

- Demonstrate system leadership in driving the delivery of agreed actions quarter by quarter, identified in each of the Health Board's Integrated Commissioning Action Plans (ICAPs) to include:
  - a. monitoring progress made by each Health Board and Welsh Ambulance Services NHS Trust (WAST) against key deliverables in ICAPs; and
  - b. establishing a clear mechanism for evaluating, sharing and learning of projects that deliver positive outcomes e.g. elimination of ambulance patient handover waits > 4hours, agreeing and delivering once for Wales approaches, where success has been achieved through a health board's ICAP.
- Ensure alignment between improvement actions commissioned or enabled by the joint committee and the Six Goals for Urgent and Emergency Care programme plan in support of delivery of programme outcomes where ambulance services have a leading or contributing role e.g. safely reducing conveyance to Emergency Departments, increasing volumes of patients directly referred to same day emergency care services without the need for ambulance transport etc.

**Governance:** To ensure that the joint committee operates its accountability and scrutiny functions effectively to include joint committee effectiveness, good governance arrangements, sound risk management, financial management, quality and safety requirements, and compliance with accountability and regulatory requirements.

- Submission of an approved financially balanced Integrated Commissioning Plan.
- Evidence of implementing actions from joint committee effectiveness reviews and reviews undertaken by internal and external auditors.
- Joint Committee Assurance Framework and Strategic Risk Register agreed and regularly reviewed by the joint committee and its sub-committees, reflecting the risk appetite and tolerance of the Health Boards.
- Ensure the joint committee Assurance Framework and Strategic Risk Register includes consideration of digital, cyber security and digital clinical safety.
- Evidence of joint committee considering the Duty of Quality to inform their decision making.
- Evidence of joint committee considering digital, cyber security and digital clinical safety to inform decision making.
- Evidence of joint committee leadership and scrutiny regarding the Committee's accountability requirements.
- Demonstrate how the joint committee is working with Health Boards to ensure it is co-operating with Llais for the benefit of the population.

**Improvement:** To contribute and provide leadership as appropriate to the Welsh Government response to the recommendations within the Independent Review of National Commissioning Functions in Wales.

- Evidence of engagement with the Senior Responsible Officer within Welsh Government and active participation in the project.
- Evidence of the joint committee and support team considering the impact of the establishment of a new joint committee on their operation during 2023/24 and the planning for 2024/25.
- Effective leadership of the Project Implementation Board, in association with the Chair of the Welsh Health Specialised Services Committee (WHSSC), providing evidence of scrutiny and assurance to ensure the delivery of the Project on time and in accordance with the Programme Initiation Document and Delivery Plan.
- Evidence of effective contribution to the Programme Oversight Board, providing assurance that appropriate scrutiny has been provided and risks and issues are mitigated or escalated as appropriate.
- In association with the Chief Ambulance Services Commissioner ensure staff are appropriately engaged and informed as the Project progresses to ensure the delivery of a new joint committee from 1 April 2024.

**Compassionate Culture:** To ensure the joint committee champions behaviours and has robust systems to ensure a compassionate culture where everybody feels they belong, and so are able to make a full and valued contribution to the commissioning of services provided.

- The Commissioner has a diversity and inclusion objective, to include anti-racism as part of their performance management system.
- Evidence of the Commissioner attending Anti-racist training and implementing and reporting progress against personal objectives to meet vision of an Anti-racist Wales.
- Joint committee provide appropriate oversight and scrutiny of metrics within the Workforce Race Equality Standard (WRES) for Wales evidenced by:
  - A qualitative report detailing the progress made in preparation to embed and report against the WRES.
  - Qualitative report detailing the progress made against the organisation's prioritised Strategic Equality Plan's equality objectives.
- Joint committee and/or appropriate sub-committee provides scrutiny and seeks assurance regarding the arrangements for people to speak up safely and evidence of there being appropriate action when they do so.

**Patient and stakeholder engagement:** To ensure the joint committee scrutinises the arrangements providers have in place to manage the expectations and respond in a timely way to concerns raised by patients, their families and other stakeholders.

- Evidence of joint committee seeking assurance that WAST have arrangements in place relating to the Duty of Candour and its implementation and evidence of appropriate scrutiny by joint committee and sub-committees.
- Ensure that WAST have arrangements in place to respond to National Reportable incidents, complaints, concerns and never events are they are managed in line with commissioning expectations.
- Ensure joint committee and WAST are transparent in the reporting and publication of information relating to incidents, complaints, concerns and never events, including what they are doing in response to ensure lessons are learnt and risks of re-occurrence are reduced.