

Bundle BCU Performance, Finance & Information Governance Committee 28 April 2026

- 0 Supporting Papers - PFIG Committee
- 1 PF26.43 Contracts & Commissioning - Presentation
Russell Caldicott, Executive Director of Finance & Performance
3.3 Contracts & Commissioning



**Trugaredd
Compassion**



**Agored
Openness**



**Parch
Respect**

Commissioning Assurance Framework (CAF)

Key Drivers for Development of the CAF



**Trugaredd
Compassion**

- ❑ Historic arrangements for monitoring quality and safety in externally commissioned services was partially achieved through the Healthcare Contracts Review Group, which was a multi disciplinary group that met quarterly to review external contracts. This group ceased in December 2021 and has not been replaced.



**Agored
Openness**

- ❑ Key recommendation within the Internal Audit Review (2022/23) and Follow Up Report (2024/25) on Contracted Patient Services: Quality and Safety Arrangements Final Internal Audit Report (BCU-2233-19)
 - Management establish a robust overarching Commissioning Assurance Framework, policy or relevant standard operating procedure to support the Healthcare commissioning contracting process this should ensure that lines of escalation, roles, responsibilities, and requirements regarding the management and oversight of the quality aspect of services provided are clearly defined. - Responsible officer –Deputy Director of Quality & Associate Director of Healthcare Contracting - Deadline July 2023



**Parch
Respect**

- ❑ Key response to the Ombudsman Final Public Interest Report 202301141/ID 2087
 - Prioritise, complete and implement a Commissioning Assurance Framework (CAF) – Deadline initial May 2025
- ❑ Internal Review – Insourcing/Outsourcing Learning Review (November 2022- November 2023)

Commissioning Cycle



**Trugaredd
Compassion**



**Agored
Openness**



**Parch
Respect**

The CAF focuses on the Monitoring and Evaluation element of the Commissioning Cycle



What the Commissioning Assurance Framework is designed to achieve



**Trugaredd
Compassion**



**Agored
Openness**



**Parch
Respect**

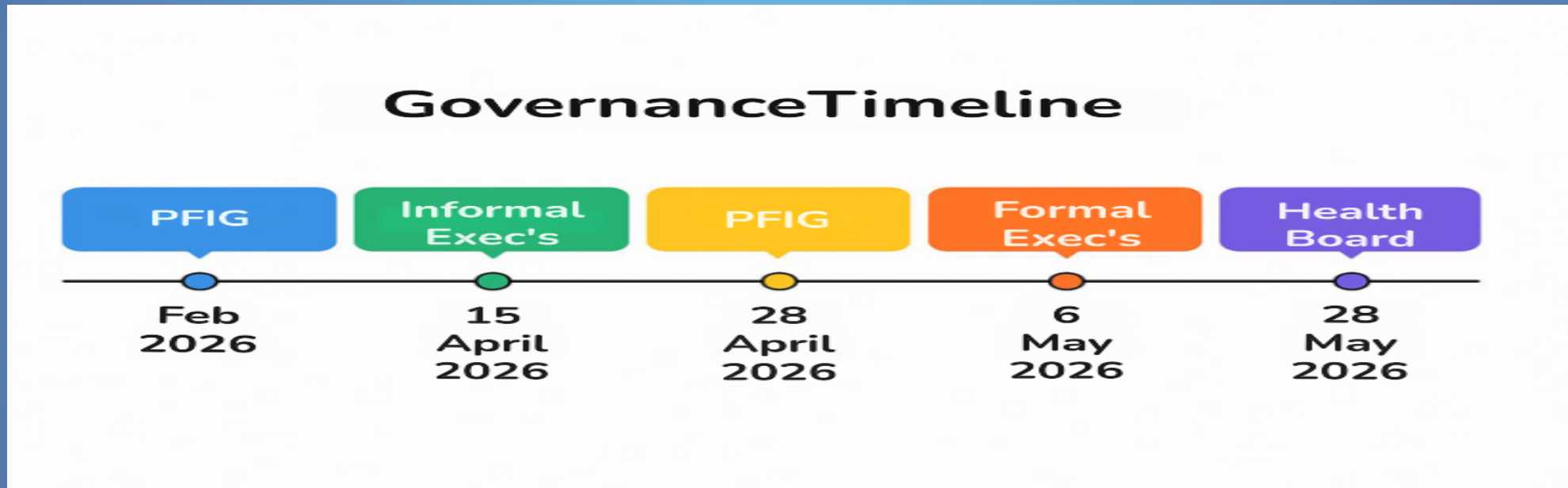
FRAMEWORK FOCUS	WHAT IT DELIVERS
Quality, Safety and Patient Experience	Assurance that commissioned services are safe, effective, patient-centred and continuously improving
Risk-based Oversight	Early identification of deteriorating performance with proportionate escalation and support
Governance and Accountability	Clear roles, reporting structures and decision-making routes for commissioning assurance
Value and Sustainability	Effective use of public funds while maintaining service quality and long-term viability

Areas of focus (issues and gaps to cover)

- Lead Exec, interim Commissioning support and key leads from multi disciplinary teams to be identified to oversee implementation and secure ongoing engagement; refreshed to reflect organisational changes.
- Recognition that this document is only one element of the Commissioning Framework that addresses the Monitoring and Evaluation of existing Contracts.
- Demonstration that the CAF has been Implemented is required to fully satisfy the Audit actions and Ombudsman recommendation.
- The main GAP in the assurance process identified both within the Audit report and by the Ombudsman was the oversight of Quality in the contracts. The key to addressing this is the engagement of Quality and Clinical representatives in the development of the framework and metrics and active monitoring of the delivery throughout the term of the contract.
- Current Committee and Board structures do not reflect the proposals included within the CAF, these will need to be worked through in more detail with the Director of Governance.
- The process for Risk Rating providers does not currently exist and will require development. This is a key component of the Assurance Framework and a significant piece of work that will require input from Performance, Quality, Finance and Patient Experience teams.
- Milestones and Indicators will need to be developed to facilitate this and a process embedded for timely update.
- Monitoring categories require review and update and will require input from all multi disciplinary teams to develop the key areas to be monitored.
- Escalation levels need to be determined, between Level 1 -4
- Upgrade to Healthcare Contracts Register to be progressed

Development and Governance Timeline

- The CAF is currently in draft and has been considered by Executives previously, PFIG at it's February meeting, in detail at Informal Exec's in April and is scheduled to go back to Formal Exec's for ratification on the 6th May and endorsement by the Health Board on the 28th May 2026



In Summary

- The document is in draft for consideration by PFIG before ratification by Exec's and endorsement by Board
- Key areas of focus have been highlighted from the Internal Audit Recommendations and Ombudsman findings
- Building a healthcare commissioning model to provide oversight on quality metric's that reports into the Executive Committee with a clinical Executive lead who will take things forward ensuring:
 - Appropriate quality metric's are included in contracts**
 - Clinical oversight and attendance at contractual meetings**
 - Escalation of any challenges and issues in relation to externally commissioned services to the Quality and Safety Committee for discussion and escalation to the Health Board as appropriate**

