

Agenda Item

3.3

Joint Commissioning Committee

Annual Plan 2026/27 – Strategic Priorities Delivery Update

Dyddiad y Cyfarfod / Date of Meeting	22/09/2026
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
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Pwrpas yr Adroddiad / Report Purpose	For Noting For Assurance
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**Engagement (internal/external) undertaken to date
(including receipt/consideration at Committee/Group)**

Committee / Group / Individuals	Date	Outcome
Senior Leadership Team	09/09/2026	Endorsed

1 SITUATION / BACKGROUND

The purpose of this paper is to provide the Joint Commissioning Committee (JC) with the latest consolidated delivery position across the Strategic Priorities within the NWJCC Annual Plan 2026/27, including current Delivery Status, Delivery Confidence, key risks and dependencies and the forward delivery position.

This report forms part of the bi-monthly reporting arrangements for the Strategic Priorities and uses the formal Quarter 1 position as the baseline, with the approved August 2026 Highlight Reports providing the latest delivery position. The formal Quarter 1 Delivery Update, considered by the Planning, Performance and Finance Sub-Committee on 27 August 2026, is provided at Appendix 1 for information. The wider Annual Plan portfolio will next be formally assessed through the Quarter 2 reporting cycle.

Strategic Priority Executive Assurance Reports are also being presented to the JC as part of the September meeting cycle. These provide a mid-year assessment of delivery against the commitments set out within the original Activity Briefs, including agreed scope, intended outcomes, key deliverables and timescales, alongside the evidence gathered to date, emerging impact and confidence in successful delivery. This paper complements those reports by providing a consolidated portfolio-level view of current Delivery Status, Delivery Confidence, movement since Quarter 1 and cross-cutting delivery risks and dependencies.

2 ASSESSMENT

2.1 Overall Strategic Priority Delivery Position

At the end of Quarter 1, the nine Strategic Priorities comprised four Green, four Amber, no Red and one Not Started. The Individual Patient Funding Request (IPFR) Deep Dive was recorded as Not Started, reflecting its planned commencement during Quarter 2 rather than delivery slippage.

The latest August Highlight Reports demonstrate continued delivery across all nine priorities. All Strategic Priorities are now active, with the latest position comprising:

0 Red | 6 Amber | 3 Green

The increase in Amber-rated activity since Quarter 1 should be considered in the context of the maturity and progression of the portfolio. A number of priorities are now moving beyond mobilisation and evidence gathering into more complex stages of analysis, recommendation development, procurement and decision-making. In addition, the IPFR Deep Dive commenced as planned during Quarter 2 and is currently rated Amber; the increase in Amber therefore does not solely represent deterioration in previously active projects.

No Strategic Priority is currently rated Red.

Figure 1 – Strategic Priority Delivery Status and Movement Since Quarter 1

Strategic Priority	Q1 Delivery Status	August Delivery Status	Movement Since Q1	August Delivery Confidence	August Trend
Ambulance / 111 Strategic Review	Amber	Green	Improved	Medium	Stable
Cardiac Strategic Review	Green	Amber	Deteriorated	Medium	Stable
Neonatal Strategic Review	Amber	Amber	No Change	Medium	Stable
Renal Deep Dive	Green	Green	No Change	High	Stable
Mental Health Strategic Review	Green	Amber	Deteriorated	Medium	Stable
IPFR Deep Dive	Not Started	Amber	Commenced	Medium	Improving
Thrombectomy Deep Dive	Amber	Amber	No Change	High	Stable
Pathways & Referral Management	Green	Green	No Change	Low	Stable
Value, Sustainability & Efficiency	Amber	Amber	No Change	Medium	Stable

Movement since Quarter 1 reflects the change between the formal Quarter 1 Delivery Status and the latest August Delivery Status. It is presented separately from the forward-looking Trend recorded within individual Highlight Reports.

Overall, the latest position demonstrates continued progress across the Strategic Priority portfolio. Delivery pressures remain concentrated within individual priorities rather than indicating a systemic portfolio-wide delivery issue. However, as projects mature, delivery is increasingly dependent upon completion of analysis, availability and quality of data, specialist capacity, procurement, external dependencies and the translation of emerging evidence into recommendations and commissioning decisions.

2.2 Strategic Priorities – Delivery Progress and Latest Position

The latest delivery position for each Strategic Priority is summarised below. The individual Strategic Priority Executive Assurance Reports being considered alongside this paper provide the more detailed mid-year assessment against the original Activity Brief commitments, including evidence and emerging learning, outcomes and impact, Delivery Confidence and strategic risks, dependencies and opportunities.

2.2.1 Ambulance / 111 Strategic Review

The Ambulance / 111 Strategic Review has improved from Amber at Quarter 1 to Green. Governance arrangements are established and progress has continued across baseline performance and productivity analysis, development of commissioning specifications, engagement arrangements and the future performance management framework.

Data availability, consistency of performance measures and continued stakeholder engagement remain important dependencies as the review progresses.

2.2.2 Cardiac Strategic Review

The Cardiac Strategic Review has moved from Green at Quarter 1 to Amber in August. This represents an improvement from the Red position reported in July, when challenges in securing the Demand and Capacity Modelling required to underpin the review resulted in deterioration in Delivery Status.

Progress has continued across the Clinical Case for Change, provider self-assessment analysis, evidence-base development and procurement planning. Independent Demand and Capacity Modelling remains the principal critical-path dependency and requires completion through a compliant procurement route. The programme is being formally re-baselined to reflect the revised sequencing and timetable.

2.2.3 Neonatal Strategic Review

The Neonatal Strategic Review remains Amber compared with the Quarter 1 position. While Delivery Status improved to Green in July, the position has returned to Amber in August as the review progresses through the remaining evidence requirements and key dependencies ahead of the September JCC position. The Project Board has endorsed the evidence-led direction of the review and progress has continued across activity, workforce, population health, outcomes, demand and capacity, transport, stakeholder engagement and financial analysis.

The review continues to operate within a challenging timetable, with completion of the evidence base remaining an important dependency. JCC direction is required on the next steps, and the midpoint report will now be brought to the October JCC strategy session for fuller discussion which will enable further analysis of the data to provide the basis for discussion at that workshop.

2.2.4 Mental Health Strategic Review

The Mental Health Strategic Review has moved from Green at Quarter 1 to Amber as the review progresses through a critical analytical and recommendation-development phase. Progress has been made across the evidence base, commissioned activity and financial analysis, service performance and outcomes, future model options and referral management mapping.

The principal delivery considerations relate to the compressed timetable, availability and completion of underlying datasets and analytical capacity. Phase 2 engagement is being prepared to test and develop the emerging position with stakeholders.

2.2.5 Renal Deep Dive

The Renal Deep Dive remains Green with High Delivery Confidence. Analysis has progressed across commissioned activity and patient flows, quality and outcomes, commercial contracts and commissioning arrangements.

The Deep Dive has identified opportunities to improve transparency, consistency and standardisation within future commissioning and commercial arrangements. Final outputs are progressing through the September governance cycle, with further work relating to non-commissioned activity proposed as a separate workstream where appropriate.

2.2.6 IPFR Deep Dive

The IPFR Deep Dive was scheduled to commence during Quarter 2 and has commenced as planned. The current Amber position therefore represents active delivery rather than deterioration from the Quarter 1 position.

The analytical dashboard and data validation and cleansing activity have progressed, establishing the evidence base required for the Deep Dive. The timetable for completion of detailed analysis and final findings has been re-profiled to November 2026, reflecting the additional work required to assure the underlying data. The current Trend is Improving.

2.2.7 Thrombectomy Deep Dive

The Thrombectomy Deep Dive remains Amber with High Delivery Confidence. The review has progressed across service activity and access, patient pathways, transport and transfer arrangements, provider information, clinical outcomes and financial benchmarking.

Completion of the final evidence position remains dependent upon outstanding external data, analytical and clinical input and sufficient capacity to complete the remaining reporting activity. The final reporting approach will distinguish between evidence available within the current review, outstanding external dependencies and wider stroke pathway matters which may require consideration outside the scope of the Deep Dive.

2.2.8 Pathways & Referral Management

Pathways & Referral Management remains Green, reflecting progress against current planned delivery. Work continues across pathway analysis and mapping, referral management, data validation, system and dashboard development and associated commissioning activity.

Despite the current Green Delivery Status, Delivery Confidence is Low. Several individual deliverables are Amber, with resource constraints, data quality and outstanding dependencies creating increasing pressure against planned timescales. The project has identified a requirement for additional commissioning and project resource to progress the referral management business case and referral directory and to transition outputs into business-as-usual arrangements. Without additional capacity, the ability to accelerate delivery in line with the Project Board's expectations will be constrained.

2.2.9 Value, Sustainability & Efficiency

The Value, Sustainability & Efficiency Programme remains Amber with Medium Delivery Confidence. Governance, reporting and opportunity management arrangements continue to mature, with progress across pipeline development, savings tracking, workstream structures and alignment with wider planning arrangements.

The programme is moving towards a more consistent approach to scheme-level assurance and benefits tracking, including clearer ownership, classification and finance validation of opportunities. Delivery Confidence remains constrained by incomplete scheme-level assurance, confirmation of values and timescales and capacity across enabling functions, with further management action required to strengthen ownership, validation and recovery arrangements.

2.3 Portfolio Assurance, Risks and Dependencies

The Strategic Priority portfolio continues to demonstrate substantive delivery, with all nine priorities now active and no current Red Delivery Status.

A significant proportion of the portfolio has progressed beyond initial mobilisation and evidence gathering into analysis, development of findings and recommendations and preparation for future commissioning decisions. This reflects the anticipated progression identified within the Quarter 1 Delivery Update, which noted that the focus during Quarter 2 would increasingly move towards completion of analysis, development of recommendations and translation of findings into commissioning decisions and intended outcomes.

As the portfolio has progressed, four recurring delivery themes remain evident:

2.3.1 Data and analytical capacity

Availability, quality and validation of underlying data and access to specialist analytical support remain dependencies across several priorities. This continues a risk identified earlier in the year around access to data and analytical capability. Mitigations are being progressed through baseline and data planning, agreeing definitions and validation approaches with data providers, establishing appropriate data-sharing arrangements and timelines, and identifying dedicated or alternative analytical support where required.

2.3.2 Capacity and specialist resource

Several priorities remain dependent upon specialist commissioning, finance, analytical, clinical and programme capacity alongside existing business-as-usual requirements.

2.3.3 External dependencies and stakeholder engagement

A number of reviews remain dependent upon timely information, evidence and input from Health Boards, providers and other external partners.

2.3.4 Procurement and commissioning dependencies

These are particularly material within the Cardiac Strategic Review, where procurement of independent Demand and Capacity Modelling remains a critical-path dependency and has required re-baselining of the programme.

The recurrence of these issues across several priorities warrants continued portfolio-level oversight and organisational intervention where constraints cannot be resolved within individual project arrangements.

The latest position also reinforces the importance of considering Delivery Status and Delivery Confidence together. Delivery Status, Delivery Confidence and Trend should continue to be considered collectively to provide a balanced assessment and support earlier identification of emerging pressures before it translates into material delivery slippage.

2.4 Overall Assurance and Forward Look

Overall, the latest position provides reasonable assurance that delivery of the Strategic Priorities continues to progress.

All nine priorities are progressing and there are currently no Red Delivery Status ratings. Three priorities are Green and six are Amber. While this represents a greater proportion of Amber activity than at the end of Quarter 1, the position reflects both commencement of planned Quarter 2 activity and the increasing complexity of delivery as priorities progress into analysis, recommendation development and decision-making.

Material delivery pressures remain concentrated rather than indicative of a systemic portfolio-wide delivery issue. This is consistent with the Quarter 1 assessment, which identified recurring themes relating to capacity and resource, data and analytical support, external dependencies and commissioning, governance and contractual arrangements.

Continued oversight is particularly required in relation to:

- the Cardiac Demand and Capacity Modelling and associated programme re-baselining;
- Low Delivery Confidence within Pathways & Referral Management;
- Completion of analytical and engagement requirements within the Mental Health and Neonatal Strategic Reviews;
- Completion of the re-profiled IPFR Deep Dive activity;
- Availability of external evidence required to complete the Thrombectomy Deep Dive; and
- Strengthening of scheme-level assurance and benefits tracking within the Value, Sustainability & Efficiency Programme.

The Strategic Priority Executive Assurance Reports being considered alongside this paper provide the complementary mid-year assessment of delivery against the commitments set out within the original Activity Briefs. Taken together, these reports provide Joint Committee with both priority-level strategic assurance and an overview of the collective delivery position.

Strategic Priorities will continue to be monitored through the established Highlight Reporting arrangements, with material changes in Delivery Status, Delivery Confidence, Trend, risks or dependencies escalated through the appropriate governance routes.

The next formal Quarter 2 Annual Plan Delivery Update will provide an integrated assessment of the position at the end of September 2026 across both the Strategic Priorities and wider Annual Plan portfolio.

3. ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	Maximise Value
	If more than one applies please list below: Ensure Quality Reduce Duplication Improve Equity and 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 Healthier Wales
	If more than one applies please list below:
Dolen i Hwyluswyr Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality</i> (Duty of Quality Statutory Guidance (gov.wales))	Data to Knowledge
	If more than one applies please list below: Culture and Valuing People Leadership Learning, Improvement & Research Whole-systems Perspective
Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality</i> (Duty of Quality Statutory Guidance (gov.wales))	Effective
	If more than one applies please list below: Efficient Equitable Person Centred Timely Safe
Effaith Amgylcheddol/ Cynaliadwyedd (5R) /	No - Not Applicable
	If more than one applies please list below:

Environmental /Sustainability Impact (5Rs)	
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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: ☐	No: ☒
	Outcome:	If no, please include rationale below: QIA will be completed for the IMTP itself
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: ☐	No: ☒
	Outcome:	If no, please include rationale below: EQIA will be completed for the IMTP itself
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.	
	At this stage reporting on track with some areas of caution moving into Q2.	
Effaith Adnoddau <i>(Pobl /Ariannol) /</i> Resource Impact <i>(People / Financial)</i>	There is no direct impact on resources as a result of the activity outlined in this report.	
	There are capacity challenges in some activity areas, but these are being managed.	

4. RECOMMENDATIONS

The members of the Joint Commissioning Committee are asked to:

- **NOTE** the latest delivery position across the Strategic Priorities within the NWJCC Annual Plan 2026/27;
- **RECEIVE ASSURANCE** on progress made since the formal Quarter 1 reporting position;
- **NOTE** the current Delivery Status, Delivery Confidence and Trend across the Strategic Priority portfolio;
- **NOTE** the material delivery risks, dependencies and cross-cutting themes identified within the report and the actions being taken to manage, mitigate and escalate these where required;
- **NOTE** the Strategic Priority Executive Assurance Reports being considered alongside this paper, which provide the mid-year assessment of delivery against the commitments set out within the original Activity Briefs; and
- **NOTE** that the formal Quarter 2 Annual Plan Delivery Update will provide the next integrated assessment across the Strategic Priorities and wider Annual Plan portfolio.