Agenda Item
3.5

Joint Commissioning Committee

Strategy and Planning Maturity Self-Assessment November 2026

Dyddiad y Cyfarfod / Date of Meeting	24 November 2026
Statws Cyhoeddi / Publication Status	Open/ Public
	N/A
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Pwrpas yr Adroddiad / Report Purpose	For Approval For Endorsement

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	**Date**	**Outcome**
Senior Leadership Team	16/11/2026	Endorsed

1. SITUATION/BACKGROUND

The Joint Commissioning Committee is asked to approve the proposed NWJCC Strategy and Planning Maturity Self-Assessment for 2026/27 and endorse the associated improvement actions, for submission to Welsh Government by 27 November 2026. The assessment accompanies this paper as Appendix 1: Planning Maturity Self-Assessment Submission Template November 2026 v1.0 FINAL.

1.1 Why the assessment has been undertaken

Welsh Government invites NHS Wales organisations to refresh their self-assessment using a national Planning Maturity Matrix on an annual basis. The purpose is honest reflection on planning capability, integration and delivery, supported by evidence and practical improvement actions. Completion is required for organisations in escalation for planning, strategy and finance and encouraged for others.

NWJCC is not in escalation. However, for NWJCC, the exercise provides a structured baseline for strengthening commissioning and planning, informing the 2027–30 Integrated Medium Term Plan (IMTP), and giving the Joint Committee visibility of strengths, gaps and delivery dependencies. It is a development and assurance exercise, not an external accreditation.

2. SPECIFIC MATTERS FOR CONSIDERATION

The assessment is undertaken against six domains at five progressive levels:

- 1 – Basic Level;
- 2 – Early Progress;
- 3 – Results;
- 4 – Maturity;
- and 5 – Exemplar.

Domain ratings are best-fit evidence-based judgements, not averages of theme scores. Table 1 reflects the six domain ratings in both the opening summary and the detailed "Overall Judged Score" entries in Appendix 1 (November 2026 v1.0 FINAL). Supporting narratives distinguish current achievements from planned improvements. The assessment draws on the Annual Plan, commissioning intentions, Q2 and value, efficiency and sustainability reporting, engagement and impact assessments, agreed risk appetite and assurance arrangements, and the 22 October 2026 confirmation of satisfactory Annual Plan assessment—not approval of an IMTP.

A summary of the assessment follows in Table 1.

Table 1: Assessment Summary

Domain	Proposed rating	Basis for judgement
Strategy Development / Clarity of Purpose, Vision and Strategy	3 – Results	Vision, objectives, policy alignment, enablers, engagement and horizon scanning support the level 3 judgement. The longer-term strategy, completed population health needs assessment and clearer links from assessed need to priorities remain outstanding.
Strategy Alignment and Development of an IMTP	2 – Early Progress	Alignment and commissioning are strengthening; IMTP Development remains level 1 without an approved, sustainable three-year IMTP.
Dynamic and Engaged Planning	3 – Results	Engagement, service-risk oversight and collaborative reviews support level 3; consistent co-design, early fragility identification and implementation remain priorities.
Operational Planning	2 – Early Progress	Clinical input and planning arrangements provide a foundation; detailed delivery plans and integrated demand-and-capacity modelling are inconsistent.
Best Practice Approach to Improvement	2 – Early Progress	Engagement and governance are assessed at level 3; benchmarking remains level 2. Consistent comparative analysis, evaluation of engagement influence and sustained improvement remain necessary; the overall rating is retained.
Realistic and Deliverable	2 – Early Progress	Risk Identification & Management is assessed at 4 – Maturity and Monitoring and Delivery at level 3. Satisfactory Annual Plan assessment and Q2 reporting strengthen assurance, but capacity constraints, unvalidated benefits and the absence of an approved, sustainable three-year IMTP support retaining overall level 2.

2.1 Improvement priorities and interpretation

Improvement priorities are the long-term strategy and population health needs assessment; an approvable 2027–30 IMTP aligned to national, regional and local plans; internal analytical and modelling capability; proportionate engagement with Health Boards, Llais and community partners; clinically led evidence-based risk assessment (EBRA) and fragile-service sustainability assessments; systematic benchmarking; and outcome-based delivery and risk assurance through the strategic planning and commissioning framework. Engagement actions build on existing plans and regular Llais meetings, while distinguishing NWJCC's national engagement role from Health Boards' statutory consultation responsibilities.

Key proposed milestones include the November 2026 prioritisation panel and fragile-services workshop on 30 November; sustainability assessments, capability requirements, skills gap analysis and a costed modelling business case by end

December 2026, with assessments subject to data and resource decisions; the planning and commissioning framework and Joint Assurance Framework completeness review by January 2027; and engagement protocol and plans by February 2027, with a first-cycle review by June.

The IMTP action schedule proposes a January 2027 draft and March 2027 final plan, although the track-record action separately refers to a March draft; this sequencing needs confirmation. Delivery plans are proposed by May and a common modelling standard by June 2027, with pilot and rollout milestones dependent on resource and funding decisions. The long-term strategy and population health needs assessment actions target approval/application by September 2027; benchmarking metrics are due in July with a September baseline, and the first annual strategic-outcomes review by March 2028.

3. KEY RISKS / MATTERS FOR ESCALATION

Analytical capacity, data access and quality, incomplete baselines and external dependencies remain key risks. Modelling capability and fragile-service assessment milestones depend on resources and funding. Approval of this assessment does not authorise expenditure. The agreed Joint Assessment Framework and risk appetite statement support the level 4 risk-management assessment, but consistent application, scenario testing and links to delivery outcomes need strengthening. Named owners, dependencies and escalation must remain explicit through existing assurance arrangements.

4. ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	Choose an item.
	If more than one applies please list below: All strategic objectives
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 *(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /*	Choose an item.
	If more than one applies please list below:

Link to Enablers of Quality *(Duty of Quality Statutory Guidance (gov.wales))*	All enablers of quality apply in planning maturity
Dolen i Feysydd Ansawdd *(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru))* / **Link to Domains of Quality** *(Duty of Quality Statutory Guidance (gov.wales))*	Choose an item. If more than one applies please list below: All domains of quality apply in planning maturity
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	No - Not Applicable If more than one applies please list below:

Impact Assessment		
Ansawdd *Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /* **Quality** *Have you undertaken a Quality Impact Assessment Screening?*	Yes: ☐	No: ☒
	Screening status: to be confirmed before issue.	If no, please include rationale below: This paper concerns planning capability, not a service change.
Cydraddoldeb *Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /* **Equality** *Have you undertaken an Equality Impact Assessment Screening?*	Yes: ☐	No: ☒
	Screening status: to be confirmed before issue.	If no, please include rationale below: The actions seek stronger inclusive engagement and inequalities evidence but an EWLIA is completed for the IMTP itself.
Cyfreithiol / Legal	There are no specific legal implications related to the activity outlined in this report.	

Enw da / Reputational	Yes (Include further detail below)
	Our ambition is to be a Centre of Excellence for Collaborative Commissioning. This requires strong and mature planning and delivery. Evidence is that planning is maturing as the JCC itself matures but there is further to go.
Effaith Adnoddau *(Pobl /Ariannol) /* **Resource Impact** *(People / Financial)*	Yes (Include further detail below)
	Modelling capability requires a costed business case; investment remains subject to resource and funding decisions.

5. RECOMMENDATIONS

The members of the Joint Commissioning Committee are asked to:

- **APPROVE** the proposed self-assessment in Appendix 1 (November 2026 v1.0 FINAL), including the six domain ratings set out in Table 1 of this report.
- **ENDORSE** the improvement actions and proposed milestones as the basis for strengthening planning maturity, with named delivery owners and resource dependencies to be confirmed through implementation planning.
- **AGREE** submission of the approved assessment to Welsh Government by 27 November 2026 and quarterly progress reporting through existing delivery and assurance arrangements. Any material change to the approved ratings or improvement commitments should return to the Joint Committee for agreement.

6. NEXT STEPS

Corporate Planning and PMO should incorporate Committee amendments into Appendix 1 (November 2026 v1.0 FINAL) and submit the approved assessment by 27 November 2026. Any material change to the approved ratings or improvement commitments should return to the Joint Committee for agreement.