



# Scoping

## SUSTAINABILITY & EFFICIENCY

### CEO Sponsor

Juliette Brown

### SRO

Stacey Taylor

### Delivery Lead

Alex Crawford

### Summary

#### Expected Start Date

Q1

#### Expected End Date

Q4

### Aim

What is the overall intention or purpose of this activity?  
Write a short statement describing what you want to achieve.

To develop and deliver a Sustainability & Efficiency programme for the Joint Commissioning Committee (JCC), in the context of increasing financial pressures and delivery expectations set out in the Annual Plan. This includes priorities to maximise cost improvement efficiencies and savings to improve the additional financial requirement of £16.2m in year and will monitor and assess in-year emerging cost pressures.

### Background / Context

Summarise why this work is needed, what prompted it, and any relevant context (e.g., policy drivers, service gaps).

The financial outlook for NHS Wales is well understood by colleagues to be challenging with the vast majority of Health Boards in Wales unable to produce a balanced plan, even with significant savings targets. In approving the JCC Annual Plan, alongside a requirement to work collaboratively with providers to find a 2% savings target in 2026/27 (in addition to their already challenging savings targets in Wales), the Joint Committee was clear that the remaining financial gap of £16.2m should be closed as far as possible through targeted savings and efficiency programmes.

A workshop was held in March 2026 with NWJCC colleagues to explore options for establishing a programme to oversee the identification and delivery of both JCC and provider savings opportunities. The session was explicitly positioned as a scoping and exploratory workshop, rather than a forum for final decisions, with the intention of informing a future programme or project brief for Senior Leadership Team (SLT) consideration. It was generally acknowledged that there is a need to step back from day-to-day operational pressures to consider how the organisation can become financially sustainable over the medium to longer term, through the development of a Sustainability & Efficiency programme.

### Scope

In Scope

Out of Scope



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## Dependencies

- Dependency on timely access to pathway data, agreed baselines, and consistent clinical input to confirm scope and priorities.
- Alignment with national policy, clinical standards, and commissioning frameworks.
- Dependencies on clinical, analytical, and organisational capacity across participating Health Boards and partner organisations.
- Dependencies on future funding, investment, and capital decisions required to support implementation of agreed service models.
- Collaborative working with Health Board colleagues and strong relationship management
- Interdependency with Strategic Reviews, Deep Dives and Enabling Projects

## Risks & Constraints

- Risk of slippage if stakeholder availability constrains preparation and decision-making between checkpoints.
- Capacity constraints across commissioning, provider, and clinical teams may limit the pace at which work can be progressed.
- Availability of analytical data affect the timing and sequencing of demand and capacity activity.
- Financial and capital constraints may limit the feasibility or pace of implementation of future service configurations.
- Dependencies on partner organisations and external stakeholders may introduce factors outside the direct control of the project.
- Delivery of later phases is dependent on formal governance approval and may be subject to wider organisational or system priorities.

## Deliverables

List the main tangible outputs or products that will be produced by this activity (e.g., recommendations report, service specification, review findings, training materials).

- Collate insights and outputs from the 'Value and Sustainability' workshop to inform the development of an initial programme or project brief for further consideration by SLT. –



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## Intended Outcomes & Success Measures

Describe what will be achieved and how success will be measured (e.g., recommendations accepted, service improved, targets met, actions implemented).

- The development of a clear sustainability and efficiency programme
- The ability to utilise this programme as a core mechanism for responding to the requirement that the JCC demonstrates how it will remain financially sustainable in future years.
- Sight to a sustainable savings plan which informs the IMTP 2027-30 financial plan

## Governance Roles

List the key roles and individuals responsible for providing strategic oversight, leadership, governance and delivery coordination for this activity. Collectively, these roles will form the core governance and project board structure supporting oversight, decision-making and progression of the work.

Role	Identified Person	Part of Board
CEO Sponsor	Hayley Thomas	✓
SRO	Stacey Taylor	✓
Delivery Lead	Alex Crawford	✓
Lay Member	Nia Roberts	✓
Project Manager	Dave Williams	✓

## Stakeholders

List any individuals or groups already identified as important to involve, consult, or inform for this activity. This helps ensure early engagement and awareness.

Name	Organisation	Role
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