



<b>Agenda Item</b>
3.3

**Joint Commissioning Committee**

**NWJCC Annual Plan Delivery – Strategic Priority and Deep Dive Specifications**

<b>Dyddiad y Cyfarfod / Date of Meeting</b>	21/04/2026
<b>Statws Cyhoeddi / Publication Status</b>	Open/ Public Choose an item.
<b>Awdur yr Adroddiad / Report Author</b>	James Evans Programme Manager, Planning & PMO
<b>Cyflwynydd yr Adroddiad / Report Presenter</b>	Georgina Galletly, Director of Corporate Planning & Strategy
<b>Noddwr yr Adroddiad / Report Sponsor</b>	Georgina Galletly, Director of Corporate Planning & Strategy

<b>Pwrpas yr Adroddiad / Report Purpose</b>	For Approval
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<b>Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)</b>		
<b>Committee / Group / Individuals</b>	<b>Date</b>	<b>Outcome</b>
JCC Senior Leadership Team	20/05/2026	Endorsed

## **1. PURPOSE**

To provide Joint Committee members with an overview of the Strategic Priority Scoping Documents developed for the NHS Wales Joint Commissioning Committee (NWJCC) strategic priority activities within the 2026/27 Annual Plan.

## **2. SITUATION/BACKGROUND**

To ensure clarity, delivery, oversight and strategic focus for the strategic priorities for 2026/27, Strategic Priority Scoping Documents are presented to Joint Committee for approval.

The Scoping documents have been designed to provide a consistent and proportionate overview of each strategic priority activity, enabling improved visibility of:

- the purpose and strategic intent of each priority area
- the agreed scope and boundaries of activity
- key commissioning, service or organisational challenges driving the activity
- intended deliverables, milestones and expected outputs
- intended outcomes and success measures
- dependencies, risks and constraints
- delivery leadership arrangements
- key stakeholders involved in delivery.

The development of these scoping documents for each strategic priority area also provides a stronger foundation for the future development of aligned reporting and oversight arrangements. By establishing greater clarity regarding scope, deliverables, milestones, intended outcomes and risks, the documents support a more consistent approach to organisational reporting, monitoring and strategic delivery discussions across the portfolio up to Joint Committee.

The Scoping documents are intended to provide a high-level strategic overview and scoping position for each priority area. They are not intended to replace detailed operational plans, programme documentation, business cases or existing governance arrangements where these are required.

In addition, the scoping documents support greater clarity regarding the distinction between transformational project activity and ongoing business as usual (BAU) commissioning, operational and performance management responsibilities. While elements of the strategic priority portfolio will require structured programme and project delivery arrangements to support service transformation, pathway redesign and system improvement, other activities will remain embedded within routine organisational oversight, commissioning and contract management processes.

Some activities may also initially require programme-level oversight to support implementation and change before transitioning into established BAU arrangements over time.

The Scoping documents will, amongst other critical factors, set the expectation around outputs, timescales and engagement against which the Joint Committee will hold themselves and the wider JCC organisation to account.

Development of the Scoping Documents has been led by the relevant SROs who have engaged with the nominated CEO Sponsor, nominated Joint Committee Lay Member, JCC Delivery Leads, and other Executive Leads across NHS Wales as necessary.

### 3. ASSESSMENT

#### Strategic Priority Areas

Strategic Priority Scoping Documents have been developed for the following priority activities:

Strategic Priority Area	CORE FOCUS
<b>Strategic Reviews</b>	
<b>Mental Health</b>	Present recommendations for medium secure inpatient services following a review of demand and capacity, commissioning approach and referral management arrangements
<b>Neonatal</b>	Present recommendations following assessment of neonatal demand, capacity and future service configuration requirements across Wales
<b>Cardiac</b>	Present recommendations following review of future cardiac surgery and TAVI commissioning arrangements, demand and capacity, and sustainable service configuration
<b>Ambulance</b>	Present proposal for a commissioning for value framework with strengthened commissioning oversight arrangements for ambulance services in Wales
<b>Deep Dives</b>	
<b>Renal</b>	Share details of challenges of commissioning arrangements, activity, pathways and financial sustainability within specialised kidney services to inform future effective and efficient commissioning
<b>Individual Patient Funding Requests</b>	Share details of IPFR and prior approval arrangements, financial oversight and opportunities for process improvement and consistency across Wales
<b>Thrombectomy</b>	Gain a greater understanding of the current position and key challenges, identifying opportunities to mitigate the financial risk to the NWJCC and better inform future commissioning decisions in relation to the Thrombectomy Service.
<b>Enabling Projects</b>	
<b>Referral Management</b>	Identify and implement, where possible, savings, value-based initiatives, streamline care pathways, improvement to patient care and outcomes to inform future commissioning.
<b>Sustainability &amp; Efficiency</b>	Identify and implement priorities to maximise cost improvement efficiencies and savings to improve the additional financial requirement of £16.2m in year and monitor and assess in-year emerging cost pressures.

Collectively, these priority areas represent a significant programme of strategic commissioning, service review, financial sustainability and pathway improvement activity across the organisation during 2026/27.

Each priority area has a lead CEO Sponsor, Lay Member, SRO (JCC Lead) and a link back to CCLG;

Strategic Priority Area	Lead CEO	Lay Member Lead	JCC Lead (SRO)	CCLG Link (tbc)
<b>Strategic Reviews</b>				
<b>Mental Health</b>	Hayley Thomas	Shameem Nawaz	Sue O’Leary	Marie Davies
<b>Neonatal</b>	Carol Shillabeer	Mandy Rayani	Carole Bell	Lee Davies
<b>Cardiac</b>	Phil Kloer	Susan Elsmore	Mel Wilkey	Rob Holcombe
<b>Ambulance</b>	Nicola Prygodzicz	Ian Green	Ross Whitehead	Claire Thompson
<b>Deep Dives</b>				
<b>Renal</b>	Suzanne Rankin	Paul Worthington	Mel Wilkey	WKN?
<b>Individual Patient Funding Requests</b>	Abi Harris	Ian Green	Iolo Doull	Paolo Tardivel
<b>Thrombectomy</b>	Paul Mears	Paul Worthington	Ross Whitehead	C&V?
<b>Enabling Project</b>				
<b>Referral Management</b>	Carol Shillabeer & Hayley Thomas	Nia Roberts	Stacey Taylor	Nicola Johnson
<b>Sustainability &amp; Efficiency</b>	Juliette Brown	Ian Green	Stacey Taylor	N/A

All priority areas are focussed on strengthening commissioning oversight, improving understanding of demand and capacity, reducing unwarranted variation, supporting pathway optimisation, improving productivity and informing future commissioning decisions. The portfolio also supports the organisation’s wider ambition to improve organisational grip and control, enhance value-based commissioning approaches, and identify opportunities for greater efficiency, sustainability and equity of access across commissioned services for the population of Wales.

### Emerging Portfolio Themes

A number of common themes are emerging across the strategic priority portfolio, including:

- financial sustainability and efficiency
- demand and capacity pressures
- pathway optimisation and redesign
- strengthening commissioning grip and control
- improved use of data, analytics and reporting
- equity and consistency of access across Wales

- interdependencies between commissioning, operational delivery and wider system transformation.

## **Next Steps**

The Scoping Documents will serve as a baseline from which the Joint Committee can expect each priority area to deliver over the coming months.

The PMO will continue to work alongside SROs and Delivery Leads to:

- maintain oversight of progress across the strategic priority portfolio.
- support coordination, oversight and delivery management across the strategic priority portfolio.
- support coordination and alignment across related activities.
- support the development of aligned reporting arrangements linked to agreed scope, milestones and deliverables.
- support the continued development of proportionate oversight arrangements which distinguish between transformational delivery activity and ongoing BAU operational management responsibilities.
- identify cross-cutting risks, dependencies and opportunities.
- support organisational visibility of delivery progress, emerging issues and strategic risks.

The information captured through the Scoping Documents will also support the development of more aligned and consistent reporting, monitoring and oversight arrangements across the strategic priority portfolio during 2026/27.

## **4. RECOMMENDATIONS**

The Joint Committee is asked to:

- **Approve** the attached Strategic Priority Scoping Documents.