

Agenda Item

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Planning, Performance and Finance Sub-Committee
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NHS Wales Planning Guidance & Refresh of a Healthier Wales

Dyddiad y Cyfarfod / Date of Meeting	11/02/2025
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
Awdur yr Adroddiad / Report Author	Claire Harding, Interim Director of Planning
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Noddwr yr Adroddiad / Report Sponsor	Claire Harding, Interim Director of Planning

Pwrpas yr Adroddiad / Report Purpose	For Noting Choose an item.
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Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
Statement and refreshed actions – A Healthier Wales	04/12/2024	Choose an item.
Receipt of correspondence from Director General NHS Wales	20/12/24	Choose an item.
Cabinet Secretary correspondence to all Chairs	20/12/2024	Choose an item.
Receipt of additional technical information, and requirements from WG Director of Strategy	24/12/2024	Choose an item.

Acronyms	
CEO	Chief Executive Officer
JCC	Joint Commissioning Committee

MDS	Minimum Data Set
SFIs	Standing Financial Instructions
SOs	Standing Orders
WG	Welsh Government

1. SITUATION/BACKGROUND

At its creation, the NHS Wales Joint Commissioning Committee (JCC) was established with a governance framework as set out through its Standing Orders (SOs), and Standing Financial Instructions (SFIs). Within these, the requirement for the development of an Integrated Medium Term Plan for the JCC is a key priority, as can be seen below:

SO s2.20	[The JC’s role is to] produce an Integrated Medium-Term Plan which describes how these services [delegated to the JCC] will be delivered on behalf of LHBs through clear ‘commissioning intentions’ which informs and compliments the LHBs Integrated Medium-Term Plans (IMTPs)
SFI 4.43.2	The IMTP will reflect the Ministerial priorities as laid out in the Planning Framework, describe the strategic context including <i>population health needs</i> , demonstrate how the JCC is delivering its <i>well-being objectives</i> , inc the WBFGA 5 ways of working & how it is contributing to the 7 Wellbeing Goals and establishing <i>preventative approaches across all care and services</i>
SFI 4.3.4	Integrated Medium-Term Plans should be based on a reasonable expectation of future <i>service changes, performance improvements, workforce changes, demographic changes, capital, quality, funding, income, expenditure, cost pressures and savings plans</i> to ensure that the IMTP is balanced and sustainable and supports the safe and sustainable delivery of patient centred quality services.
SFI 4.3.5	The IMTP will be the overarching planning document enveloping component plans and service delivery plans. The Integrated Medium Term Plan will incorporate the balanced Medium-Term Financial Plan and will incorporate the JCC’s response to delivering the <ul style="list-style-type: none"> • NHS Planning Framework • Quality, governance and risk frameworks and plans, and • Outcomes Framework.

SFI 4.3.6	<p>The Integrated Medium-Term Plan will be developed in line with the Integrated Planning Framework and include:</p> <ul style="list-style-type: none"> • A statement of significant strategies and assumptions on which the plans are based • Details of major changes in activity, commissioned service delivery, service and performance improvements, workforce, revenue and capital resources required to achieve the plans • Profiled activity, service, quality, workforce and financial schedules • Detailed plans to deliver the NHS Planning Framework and quality, governance and risk requirements and outcome measures.
SFI 4.3.7	<p>The JCC will, in respect of those functions delegated to it by LHBs: a) <u>Identify and evaluate existing, new and emerging treatments and services and advise on the designation of such services</u> b) Develop national policies for the <u>equitable access to safe and sustainable, high quality services</u> across Wales, whether planned, funded and secured at <u>national, regional or local level</u></p>

Each year, Welsh Government issues a planning framework against which it sets out the requirements for NHS organisations with regards the development of Integrated Medium Term Plans. This report offers a summary and assessment of a range of recently published documents, as well as an assessment of how these will guide the inaugural plan of the National Joint Commissioning Committee. These include:

- the refresh of a Healthier Wales,
- the requirements articulated through the NHS Wales Planning Framework issued on the 20th December 2024 – and various supporting documents; and
- the approach to responding to these requirements.

2. SPECIFIC MATTERS FOR CONSIDERATION

Specific matters for consideration relate to the JCCs receipt and consideration of these key documents, as well as associated actions required to achieve their intent.

3. KEY MATTERS FOR ESCALATION

3.1 Refresh of a Healthier Wales

A Healthier Wales (our plan for health and social care) was originally published in 2018, in setting out ambition for a whole system response to the challenges facing the people of Wales, and focussed on the quadruple aim and principles of prudent and value based healthcare, it was supported by a range of deliverable actions, clustered in to the following areas:

<ul style="list-style-type: none"> • Determinants of health • Engagement • Funding • Incentivising the system • Evaluation 	<ul style="list-style-type: none"> • Planning • New models of care • Workforce • System Governance
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Based on the Chief Scientific Officers report ‘*The NHS in 10+ years*’, published in Autumn 2023, commitment was given from the previous Cabinet Secretary for a review of these actions, resulting in a set of refreshed actions being issued, and communicated by the current Cabinet Secretary on the 4th December 2024. These refreshed actions are clustered as follows:

<ul style="list-style-type: none"> • Preventative • Person centred • Sustainable • Equitable • High Quality and Safe 	<ul style="list-style-type: none"> • Digital and data • Workforce • Research Development & Innovation • Co-production & Partnership • Integration
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A full set of the actions is attached at **Appendix 1**.

3.2 The Requirements of the NHS Planning Framework

The NHS Planning Guidance was this year issued through correspondence from the Cabinet Secretary to Chairs, and from the NHS Director General to Chief Executives on the 20th December 2024, therein signalling closer alignment between the NHS Wales planning and financial cycle moving forward. Both letters are attached as **Appendices 2 & 3** respectively. A summary of each is outlined below.

3.2.1 Cabinet Secretary Correspondence to Chairs

Through his correspondence to chairs, the Cabinet Secretary recognises the challenging environment of health services at the current time, however calls for accelerated improvements in delivery that focus on both familiar and innovative approaches. Based on the conversations he has been having with the Welsh population and staff over the past year, the framework issued with the correspondence (**Appendix 4**), sets out priorities as follow:

Population Health & Prevention	<ul style="list-style-type: none"> • Increase in % of patients (aged 12 years and over) with diabetes who received all eight NICE recommended care processes • Achievement of vaccinations targets in the performance framework
Building Community Capacity	<ul style="list-style-type: none"> • Deliver a 12-month reduction trend in the number of people who are delayed in hospital as measured by the Delayed Pathways of Care dashboard • 100% of GP practices achieving all National Access Standards for Inhours GMS <ul style="list-style-type: none"> • Increase in number of people accessing Pharmacist Independent Prescribing Service for acute minor conditions and routine contraception services where the patient reports they would have otherwise visited their GP • Increase in % of adult/child population accessing NHS Dental care over a 24 (adult) /12 (child) month period • Increase in capacity at the weekend of community nursing and specialist palliative care nursing to at least the required levels previously set for 2024/25 and greater where possible • Increase in capacity of Enhanced Community Care to at least the required levels previously set for 2024/25 and greater where possible.
Mental Health Access	<ul style="list-style-type: none"> • 80% of mental health assessments undertaken within (up to and including) 28 days from the date of receipt of referral • 80% of therapeutic interventions started within (up to and including) 28 days following an assessment by LPMHSS
Womens Health	<ul style="list-style-type: none"> • Establishment of one Women’s Health Hub in each health board area by March 2026 (aligned to the Women’s Health Plan)

A range of enabling actions have also been published and are attached as **Appendix 5**. These are mandated actions and arise from the work of the National Strategic Programmes, the Strategic Clinical Networks and the Value and Sustainability Board.

The Cabinet Secretary’s letter further signals, a streamlining of reporting, enhanced collaboration across regional areas and with partners in social care, the need to consider de-prioritisation and a focus on listening, leadership and culture.

3.2.2 Director General Correspondence to Chief Executive Officers

Further to the Cabinet Secretaries correspondence to Chairs, the Director General wrote to CEOs, outlining the process and governance arrangements for the development of plans, confirming a 31st March 2025 submission date. It is clear that the continued approach to a three-year rolling plan is anticipated with priorities within the first year being firm, for year two being indicative and for year 3 being in outline.

There is a requirement for all submissions to include the 3 year plan (with tangible actions in year 1); a minimum data set, and narrative which establishes what has been achieved from previous plans, what has been delivered, and what has not been able to be delivered. Technical Guidance will be issued to the planning community imminently.

Specifically, the letter states:

Year one of your plans must contain a level of detail that provides clarity on milestones, actions and projections that set the ambition for operational delivery and management of risk for the year ahead, along with financial sustainability.

The Director General's letter also makes reference to the continued requirement to reflect issues of quality, patient safety and health inequalities, along with a reminder of the policy context and requirements within which the plans are being developed.

There is specific reference to the priority of gaining sustainable financial positions across NHS Wales organisations. Along with the need to see greater financial improvement at pace. The letter notes the issuing of the financial allocation and budgetary framework alongside this correspondence. (For completeness, the allocation and budgetary framework letter is attached as **Appendix 6**).

Finally the correspondence makes clear that if organisations are unable to produce a balanced IMTP, that an Accountable Officer letter should be sent to the Director General by the 14th February 2025.

In addition to the usual publication requirements of Board supported plans, there is an additional ask this year requesting a short video summarising what the plan will deliver that can be shared on websites, through social media channels and with stakeholders.

3.2.3 Supporting Documentation

In addition to the requirements set out in the correspondence outlined above, further supporting information was issued by the Director of Strategic Planning on the 24th December 2025. This included:

- Templates to be completed against all Ministerial priorities (to be submitted alongside the plan)
- Template for Minimum Data Set (to be submitted alongside the plan)
- Guidance of the financial tables of the MDS
- Technical Planning guidance

The Technical Planning Guidance offers a useful overview of a range of policy and statutory requirements and associated expectations/implications for plan development. It will be important that there is a continued checkback against this document as the plan develops and refines. The technical planning guidance is attached at **Appendix 7**.

3.3 Responding to the requirements

Further to a review of all of the relevant planning documentation, attached at **Appendix 8**, is a summary of the requirements contained within all of the correspondence received (with the exception of the allocation and budgetary framework), an assessment of fit/relevance to the business of the JCC, and a suggestion as to which part of the plan, the issue should be addressed. The actions that have been drawn from all of the documentation is extensive and

spans 16 pages of actions, all of which need to be given due regard as the plan progresses to completion over coming weeks.

Subject to agreement on the areas that are relevant to the JCC, the majority of the actions, will need reference/inclusions/specific action within the JCC plan. Helpfully many of the areas of focus, are complimentary to the work and aspiration that the JCC has been discussing/pursuing during its establishment over recent months.

4. ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	Choose an item.
	The IMTP relates to all of the JCC 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)	Choose an item.
	The IMTP is developed within (and responds to) the Goals contained within the Well-being of Future Generations Act.
Dolen i Hwyluswyr Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Enablers of Quality (Duty of Quality Statutory Guidance (gov.wales))	Choose an item.
	The duty of quality and candour is integral to the development of the IMTP. There will be a specific chapter in this regard which reflects the requirements of the varying guidance documents issued this year
Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Domains of Quality (Duty of Quality Statutory Guidance (gov.wales))	Choose an item.
	The entire assessment of services this year has been developed against a STEEEP assessment as outlined below: Safe Timely Effective Efficient Equitable

	Person Centred
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	Choose an item.
	The IMTP will be developed with considerations of environmental and sustainability throughout

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: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	. Not as yet – support required from Quality team over coming weeks
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: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	Not as yet – will need to be undertaken at a commissioning portfolio level in first instance
Cyfreithiol / Legal	Yes (Include further detail below)	
	There are statutory requirements for the development of an IMTP which relate to the accountability arrangements of the JCC and the accountable officer	
Enw da / Reputational	Yes (Include further detail below)	
	The ability of the Joint Commissioning Committee to develop and deliver an IMTP in its first year could have an impact on its reputation	
Effaith Adnoddau <i>(Pobl /Ariannol) /</i> Resource Impact <i>(People / Financial)</i>	Yes (Include further detail below)	
	The resource impact is multi-facted, and includes: - the resources required across a new organisation to develop commissioning intent and priorities for all areas delegated to the Joint Commissioning Committee	

	<ul style="list-style-type: none">- Resources required from HBs to enable a process of prioritisation against a risk based plan for all commissioned areas- Resources required through any risk share arrangement to support the priorities placed forward for JCC investment
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5. RECOMMENDATIONS

Members are asked to:

- **Note** the receipt of the refresh of A Healthier Wales and the NHS Wales Planning framework and associated requirements.

6. APPENDICIES

- Appendix 1 - A Healthier Wales refresh actions
- Appendix 2 - Cabinet Secretary correspondence to Chairs
- Appendix 3 - Director General letter to CEOs
- Appendix 4 - Ministerial Priorities
- Appendix 5 - Ministerial mandated enabling actions
- Appendix 6 - Allocation and budgetary framework letter (not reviewed)
- Appendix 7 - Technical Planning Guidance
- Appendix 8 - JCC assessment - Table of key actions and proposed delivery/reference