2025-2026 FOUNDATION PLAN IMPLEMENTATION
PROJECT EXCEPTION REPORT

Exec Sponsor:	Carol Shillabeer	**Aim of Project:** ALAS services commissioned by the JCC will be comparable to those elsewhere in Wales and the UK to ensure cost parity, access equity and performance equality. (SP7 B&C 7.1 ALAS)	**Project Start:**	**Apr-25**
Senior Responsible Officer:	Stacey Taylor / Mel Wilkey		**Project End:**	**Dec-25**
Project Manager:	TBC		**Reporting period:**	**Q3**

Overall Status:

1. Overall Status Summary	2. Achievements - What went well this period	3. Set backs - What didn't go so well this period
Significant Slippage ALAS review scope development paused pending SRO and CEO sponsor direction; delays in leadership agreement and engagement. Project Manager and Team to be identified, scope completion and meetings to follow.	The Commissioning Team have proposed that the ALAS Review is included as a commissioning intention in the 2026-2029 IMTP to signal the need for an external resource to support the review.	Work on the scope for the ALAS review has currently been paused, awaiting direction from SRO and CEO sponsor. Project Manager to be identified. Project scope to be completed. Project Team to be identified and meeting arranged.

4. Upcoming Key Milestones or Deliverables	Original stated milestone	Expected Delivery Date	Confidence Rating	The Path to Green - How you will get back on track / keep on track	5. What's ahead for the work stream over the next reporting period
Develop scope for the ALAS review.	30/06/2025 (Q1)	31/03/2026 (Q4)		There is a delay in agreeing on the CEO and CCLG leads and arranging engagement to discuss the scope. Work on the scope for the ALAS review has currently been paused, awaiting direction from SRO and CEO sponsor. The Commissioning Team have proposed that the ALAS Review is included as a commissioning intention in the 2026-2029 IMTP to signal the need for an external resource to support the review.	Await direction from SRO and CEO sponsor to continue work on scope Project scope to be completed.
Identify project team.	30/06/2025 (Q1)	31/03/2026 (Q4)		The identification of the Project Manager and Team is pending and is required as soon as possible, the project scope is incomplete, and a team meeting needs to be arranged. Work on the scope for the ALAS review has currently been paused, awaiting direction from SRO and CEO sponsor. The Commissioning Team have proposed that the ALAS Review is included as a commissioning intention in the 2026-2029 IMTP to signal the need for an external resourc to support the review.	Develop the scope for the ALAS review.
Develop PID.	30/09/2025 (Q2)	31/03/2026 (Q4)		Work on the scope for the ALAS review has currently been paused, awaiting direction from SRO and CEO sponsor. The Commissioning Team have proposed that the ALAS Review is included as a commissioning intention in the 2026-2029 IMTP to signal the need for an external resource to support the review.	
Develop implementation plan.	31/12/2025 (Q3)	31/03/2026 (Q4)		Work on the scope for the ALAS review has currently been paused, awaiting direction from SRO and CEO sponsor. The Commissioning Team have proposed that the ALAS Review is included as a commissioning intention in the 2026-2029 IMTP to signal the need for an external resourc to support the review.	

6. Risk Management - Summary of Highest Rated Risks

Summary of Risk	*Likelihood*	*Impact*	*RAG*	*Mitigating Actions*
Unable to progress with the review within this financial year.	5	2	10	The Commissioning Team are closely monitoring performance in particular the S Wales posture and mobility service and Electronic Assistive Technology (EAT) service. CVUHB has been asked for an SBAR by the end of January prior to considering escalation against the NWJCC Assurance Framework.

7. Issue Management - Summary of the Highest Rated Issues

Issue Description	*Priority*	*Mitigating actions*	*Escalation*
No issues to report at this time.	*Low*	N/A	N/A