

<b>Agenda Item</b>
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<b>Planning, Performance and Finance Sub-Committee</b>
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<b>Implementation of NWJCC Foundation Plan – Quarter 3 Progress</b>
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<b>Dyddiad y Cyfarfod / Date of Meeting</b>	24/02/2026
<b>Statws Cyhoeddi / Publication Status</b>	Open/ Public Choose an item.
<b>Awdur yr Adroddiad / Report Author</b>	Dave Williams, Project Manager, PMO Emma King, Assistant Director of Planning and Programmes, NWJCC
<b>Cyflwynydd yr Adroddiad / Report Presenter</b>	Georgina Galletly, Director of Corporate Planning and Strategy, NWJCC
<b>Noddwr yr Adroddiad / Report Sponsor</b>	Georgina Galletly, Director of Corporate Planning and Strategy, NWJCC

<b>Pwrpas yr Adroddiad / Report Purpose</b>	For Noting Choose an item.
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<b>Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)</b>		
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<b>Committee / Group / Individuals</b>	<b>Date</b>	<b>Outcome</b>
Specialised Services Team Meeting	14/01/2026	Noted
Implementing the Plan 2025-26 and Planning for 2026-29 Working Group Meeting	08/12/2025	Noted
Ambulance Services and 111 Team Meeting	07/01/2026	Noted
MHLDVG Commissioning Group Meeting	10/12/2026	Noted

<b>Acronyms / Glossary of Terms</b>	
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CHC	NHS Continuing Healthcare
JC	Joint Commissioning Committee
MHLDVG	Mental Health, Learning Disability and Vulnerable Groups
NWJCC	NHS Wales Joint Commissioning Committee
PMO	Programme Management Office

## **1. SITUATION/BACKGROUND**

The NHS Wales Joint Commissioning Committee (NWJCC) Foundation Plan 2025-26 was developed during the NWJCC's first year of establishment representing a year of transition from three predecessor organisations to a single commissioning body acting on behalf of NHS Wales. The Joint Commissioning Committee (JC) endorsed the Foundation Plan at its March meeting. The plan was subsequently submitted to Welsh Government.

Programme and project management arrangements have been wrapped around the implementation of the plan, enabling co-ordination, tracking and management at a variety of levels, and to a variety of audiences and recipients. However, the approach here is one of pragmatism to ensure good discipline whilst focussing on pace and delivery.

This report provides members with an update for assurance against the Quarter 1, 2 and 3 deliverables of the Foundation Plan.

## **2. SPECIFIC MATTERS FOR CONSIDERATION**

Further to the work undertaken on the implementation framework for the Foundation Plan, this report outlines progress against the milestones and actions identified as Quarter 1, 2 and 3 deliverables.

### 3. KEY RISKS / MATTERS FOR ESCALATION

#### 3.1 Summary of the progress made in Quarter 1, 2 and 3 against the agreed strategic priorities in the NWJCC Foundation Plan 2025-26.

A summary of the progress made in Quarter 1, 2 and 3 against the published strategic priorities is outlined below. A detailed update against Quarter 1, 2 and 3 milestones for the strategic priorities is attached in **Appendix 2.5.1**.

NWJCC FOUNDATION PLAN IMPLEMENTATION STRATEGIC PRIORITY PROJECT PROGRESS SUMMARY					
<b>RAG Rating:</b> <i>BLUE - Complete, GREEN - On Track, AMBER - Slight Slippage (Not completed within Qtr), RED - Significant Slippage (More than 1 Qtr behind), WHITE – Project Not Yet Started</i>					
Project	Project Delivery Qtr	Q1	Q2	Q3	Q4
SP1 - Strategy Development	Q4	Green	Green	Amber	
SP2 - Centre of Excellence for Collaborative Commissioning	Q4	Green	Green	Green	
SP3 - Increased Public Health perspective	Q4	Amber	Green	Red	
SP4.1 - Cardiac Strategic Service Review	2026-2029 IMTP	Amber	Green	Red	
SP4.2 - Neonatal Strategic Service Review	2026-2029 IMTP	Amber	Amber	Amber	
SP4.3 - Ambulance Model Strategic Service Review <i>(Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)</i>	2026-2029 IMTP	Red	Green	Red	
SP4.4 - Mental Health Strategic Service Review	2026-2029 IMTP	Red	Green	Amber	
SP5 - Pathways and Referral Management	Q3	Amber	Green	Green	
SP6 - Manchester Arena Inquiry Response	Q4	Green	Green	Amber	
SP7 - Benchmarking and Contracting	Q3	Red	Green	Green	
SP7.1 – ALAS	Q3	Amber	Amber	Red	
SP7.2 - Cystic Fibrosis	Q2	Amber	Blue	Blue	
SP7.4 – Immunology	Q2	Amber	Green	Blue	
SP8.1 - Continuing Healthcare and Third Sector - Specialised Palliative Care	Q4		Amber	Amber	
SP8.2 - Continuing Healthcare and Third Sector - Voluntary Sector Framework	Q4		Amber	Red	
SP8.3 - Continuing Healthcare and Third Sector – CHC/Direct Payments	Q4			Amber	
Legacy Priorities	2026-2029 IMTP	Red	Red	Red	

Exception Reports are produced and included in **Appendix 2.5.2** for projects where a milestone has significantly slipped in Quarter 3 and has a RAG rating of Red (i.e. Significant Slippage). For this reporting period, the following Exception Reports are included:

- **Appendix 2.5.2.1** - SP1 SS3 - Welsh residents have equitable access to effective treatments (ATMPs) including cellular therapies and gene therapies to maximise survival and quality of life.

- Milestone - Work with stakeholders to commission pathways and designate providers.
- **Appendix 2.5.2.2** - SP3 - Population Health Based Commissioning will underpin the work undertaken by the JCC through an increased population health perspective.
  - Milestone - Appoint an Associate Medical Director for Public Health, increasing leadership and influence in decision making within the organisation.
  - Milestone - With Public Health Wales develop a support and development framework that will further strengthen and embed a population health approach.
- **Appendix 2.5.2.3** - SP4.1 - Cardiac Service Review. Cardiac services are reviewed for optimum commissioning/value/productivity/sustainability. Recommendations arising from review used to inform commissioning intentions for IMTP.
  - Milestone - Demand and Capacity Report, Stakeholder Communications and Engagement Plan.
  - Milestone - Options Appraisal for Interim and Future Models, Business cases for interim and future options.
- **Appendix 2.5.2.4** - SP4.1 SS5 - Equity of access for Welsh patients requiring cardiac devices and provision of care closer to home.
  - Milestone - Review current provision across Health Boards.
  - Milestone - Detailed analysis of current provision and allocated resource, highlighting inequity and variation.
  - Milestone - Assess impact of differential arrangements and work to establish a consistent commissioning model, underpinned by agreed baselines.
  - Milestone - Report to Specialist Services Commissioning Group.
- **Appendix 2.5.2.5** - SP4.2 AMB9 - A sustainable service that supports the safe transport of babies when necessary. (Linked to Neonatal programme).
  - Milestone - Interim arrangements to ensure service continuity whilst strategic review is undertaken.
- **Appendix 2.5.2.6** - SP4.3 (SP7.3) AMB14 - Revision of EMRTS commissioning framework.
  - Milestone - Present draft revised framework to EMRTs DAG.
- **Appendix 2.5.2.7** - SP7 B&C 7.1 - 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.
  - Milestone - Develop scope for the ALAS review.
  - Milestone - Identify project team.
  - Milestone - Develop PID.

- Milestone - Develop implementation plan.
- **Appendix 2.5.2.8** - SP8.2 - Continuing Healthcare and Third Sector. Voluntary Sector Framework: Develop a NHS Framework for commissioning national and regional services provided to Health Boards and NHS Trusts by Third Sector organisations in Wales.
  - Scope services for inclusion, High level outline of commissioning principles for the sector, Options of commissioning viability (National/Mixed/Local).
  - Health Board engagement, Engage and socialise emerging framework with CVCs, Engage and socialise emerging framework with broader sector (hopefully via CVCs), JCC consideration and endorsement on approach (anticipate at least a 3 year programme of activity following).
- **Appendix 2.5.2.9** - Legacy Priorities: LPSS8 - To designate a provider for the Specialist Auditory Implant Device Service for South East Wales, South West Wales and South Powys.
  - Milestone - Revised designated provider submission.

#### 4. ASSESSMENT

Objectives / Strategy	
<b>Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)</b>	Improve Equity and Population Health If more than one applies please list below: Maximise Value Ensure Quality Reduce Duplication Facilitate Integration All JCC Strategic Objectives
	The NWJCC has yet to develop its strategy, however development and implementation of the Foundation Plan will support the strategic development process.
<b>Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / Link to Wellbeing of Future Generations Act – Wellbeing Goals</b> <a href="#">150623-guide-to-the-fg-act-en.pdf</a> <a href="#">(futuregenerations.wales)</a>	A Healthier Wales If more than one applies please list below: A more equal Wales
	Whole-systems Perspective

( <i>Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)</i> ) / <b>Link to Enablers of Quality</b> ( <i>Duty of Quality Statutory Guidance (gov.wales)</i> )	If more than one applies please list below: Data to knowledge Learning, improvement and research
<b>Dolen i Feysydd Ansawdd</b> ( <i>Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)</i> ) / <b>Link to Domains of Quality</b> ( <i>Duty of Quality Statutory Guidance (gov.wales)</i> )	Person Centred
	If more than one applies please list below: Efficient Effective Equitable Timely Safe All domains of quality
<b>Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact 5Rs)</b>	No - Not Applicable
	If more than one applies please list below:

Impact Assessment		
<b>Ansawdd</b> <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /</i> <b>Quality</b> <i>Have you undertaken a Quality Impact Assessment Screening?</i>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	If no, please include rationale below:  Progress report being provided only, QIA not required.
<b>Cydraddoldeb</b> <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /</i> <b>Equality</b> <i>Have you undertaken an Equality Impact Assessment Screening?</i>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	If no, please include rationale below:  Progress report being provided only, EIA not required.
<b>Cyfreithiol / Legal</b>	There are no specific legal implications related to the activity outlined in this report.	
<b>Enw da / Reputational</b>	Yes (Include further detail below)	
	Non delivery of the Foundation Plan could result in reputational risk.	
<b>Effaith Adnoddau</b> ( <i>Pobl /Ariannol</i> ) / <b>Resource Impact</b> ( <i>People / Financial</i> )	Yes (Include further detail below)	
	There is a resource impact to the implementation of the plan.	

## 5. RECOMMENDATIONS

This report provides a progress position against the Quarter 1, 2 and 3 deliverables within the NWJCC Foundation Plan.

Members of the Planning, Performance and Finance Sub-Committee are asked to:

- **Note** the report as a situation report against delivery of the NWJCC Foundation Plan as of Quarter 3.
- **Note** the implementation status and acknowledge that NWJCC Collaborative Commissioning Groups will be monitoring arrangements for any variance against the baseline.

## 6. NEXT STEPS

### 6.1 Potential Process Improvements Identified

- Overall feedback from NWJCC Directorates is that the offer of Project Management Office (PMO) support to assist leads in collating the quarterly updates in Quarter 3 and to address any progress concerns / blockages continues to be beneficial, this can be seen from the progress summary above as well as the level of detail provided in the progress updates. Based on this feedback the PMO support will continue for future quarters.
- Exception Reports will continue to be generated for projects where a milestone has significantly slipped and therefore has a RAG rating of Red (i.e. Significant Slippage). Highlight Reports will be provided for key projects as part of the project methodology and governance.
- Aligning the milestones with the workplans of services and NWJCC Directorates will help provide meaningful updates and reduce duplication, providing the level of progress assurance required, whilst at the same time allowing service leads the space to review the progress of each piece of work within their workplan.
- Work continues to align the deadlines for the NWJCC Foundation Plan Quarterly Updates with the JC meeting schedule, in order to allow sufficient time for the quarter to complete and for updates to be approved, received, and included within the NWJCC Performance Report.

### 6.2 Next Steps

- The reporting rhythm for the plan continues to be embedded across the NWJCC.
- NWJCC Collaborative Commissioning Groups will be keeping an active brief on any variance against the baseline of the plan, and enabling mitigating plans/escalation accordingly.