

Agenda Item

2.4

Planning Performance and Finance Sub-Committee

NWJCC 2025/2026 Foundation Plan - Implementation Framework

Dyddiad y Cyfarfod / Date of Meeting	10/06/2025
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
Awdur yr Adroddiad / Report Author	Claire Harding, Interim Deputy Director of Planning
Cyflwynydd yr Adroddiad / Report Presenter	Georgina Galletly, Director of Corporate Planning & Strategy
Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor	Georgina Galletly, Director of Corporate Planning & Strategy

Pwrpas yr Adroddiad / Report Purpose	For Noting
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Engagement (internal/external) undertaken to date (including receipt /consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
NWCC Senior Leadership Team	07/05/2025	Endorsed

Acronyms / Glossary of Terms	
AO	Accountable Officer
CCLG	Collaborative Commissioning Leadership Group
HB	Health Board
IMTP	Integrated Medium Term Plan
NWJCC	NHS Wales Joint Commissioning Committee
WG	Welsh Government

1. SITUATION/BACKGROUND

The purpose of this report is to provide an update to the Planning, Performance and Finance (PPF) Sub-committee on the framework in place detailing the implementation arrangements for the NWJCC's 2025/2026 Foundation Plan that was approved at the Joint Committee meeting on 18 March 2025.

The Joint Commissioning Committee was established on the 1 April 2024 and has delegated commissioning authority on behalf of Health Boards for relevant services within the portfolios of Ambulance/111; Mental Health and Vulnerable Groups and Specialised Services.

The Standing Orders and Standing Financial Instructions of the NWJCC establish the requirement for an Integrated Medium-Term Plan (IMTP), with the NHS Planning Guidance, along with the Welsh allocation and budgetary framework setting out the specific requirements.

Given the maturity of the organisation, and the absence of a NWJCC Strategy, coupled with the financial position across NHS Wales the Interim Chief Commissioner, and the Interim Director of Planning discussed with Welsh Government colleagues, the need to develop a Foundation Plan within 2025/2026, with clear ambition to develop and submit an IMTP from 2026-2029. This position was also communicated in the Interim Chief Commissioners Accountable Officer (AO) letter submitted to the Director General on the 14 February 2025.

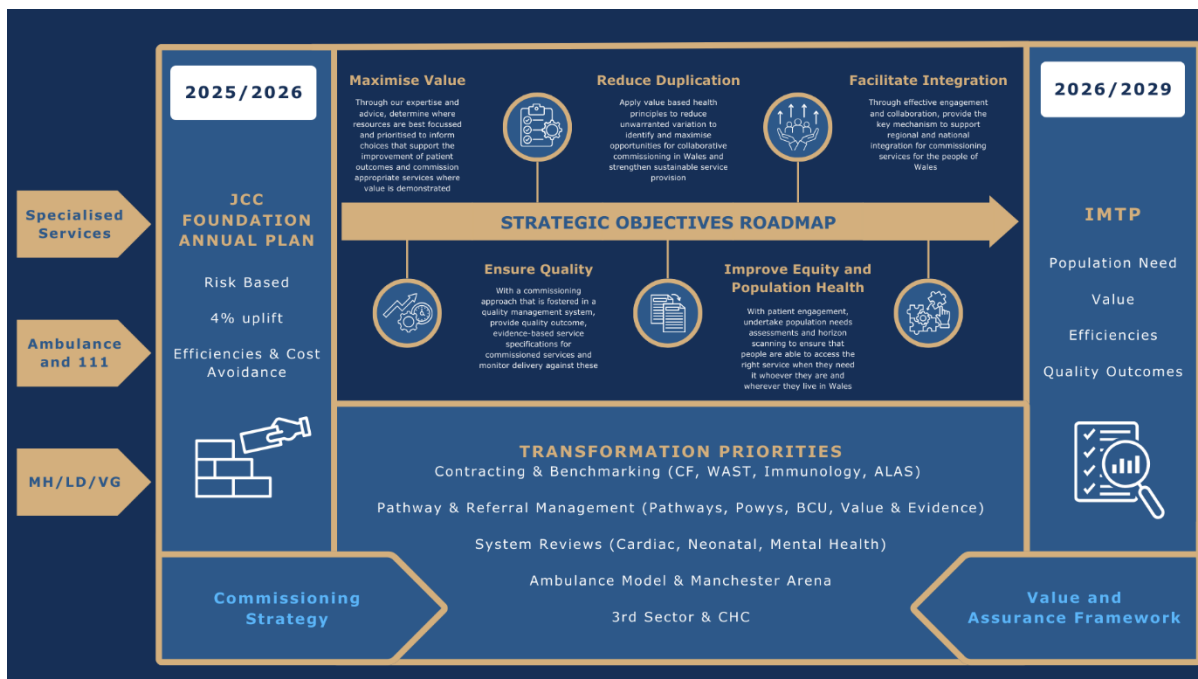
The NWJCCs 2025/2026 Foundation Plan was considered and approved by the Joint Committee on the 18 March 2025. In approving the plan (which was agreed at a 4% inflationary uplift in order to respond to the highest risks across the system), Health Boards, and Joint Committee members, also agreed to accept a range of risks both financially and operationally.

2. SPECIFIC MATTERS FOR CONSIDERATION/APPROVAL

The 2025/2026 Foundation Plan was constructed around the following commitments:

- a) A programme of transformation focussed on key strategic priorities;
- b) Annual workplans for each of the commissioned areas (aligned to one of the key strategic priorities);
- c) The collaborative management of risk inherent within the plan; and
- d) Core Business/Business as usual.

Figure 1 – NWJCC 2025/2026 Foundation Plan on a Page



A collaborative approach to delivery of the transformation strategic priorities has been agreed and early engagement with Health Board Executive Director leads (Collaborative Commissioning Group Members) has commenced. Chief Executive sponsors are also being sought for each priority area.

Table 1 – NWJCC 2025/2026 Foundation Plan Leadership

Unique Identifier	STRATEGIC PRIORITY	JCC LEAD	CCLG LEAD
SP1/2	Strategy development/ Centre of Excellence for Collaborative Commissioning	Huw George Georgina Galletly	Victoria Oxley
SP3	Increased Population Health perspective	Iolo Doull	N/A
SP4	Strategic System Service Reviews		
SP4.1	• Neonatal	Mel Wilkey	Lee Davies
SP4.2	• Cardiac	Mel Wilkey	Rob Holcombe
SP4.3	• Ambulance model	Ross Whitehead	TBC
SP4.4	• Mental health	Adrian Clarke	Marie Davies
SP5	Pathways and Referral Management	Stacey Taylor	Stephen Powell
SP6	Manchester Arena Inquiry Response	Ross Whitehead	
SP7	Benchmarking and contracting	Stacey Taylor	

Unique Identifier	STRATEGIC PRIORITY	JCC LEAD	CCLG LEAD
SP7.1	• ALAS		Nicola Johnson
SP7.2	• Cystic Fibrosis		
SP7.3	• Ambulance		
SP7.4	• Immunology		
SP8	Voluntary Sector/CHC	Withdrawn – not funded TBC	

A programme/project management approach is being applied to the implementation of the 2025/2026 Foundation Plan, utilising the NWJCC governance structures. To maintain the collaborative approach, most projects and programmes are co-led by Health Boards and the NWJCC, with summary scopes for each area developed by the leads (**Table 1** above) and agreed through the Collaborative Commissioning Leadership Group (CCLG) and the Joint Committee.

The scope for each of the strategic priority areas will identify clear outcomes for the 2025/2026 year and will be monitored through the NWJCC programme management arrangements through the CCLG and to the Joint Committee. Where programmes/projects for some areas may extend beyond the 2025/2026 financial year, these will be considered in the process of development of the IMTP for 2026/2029.

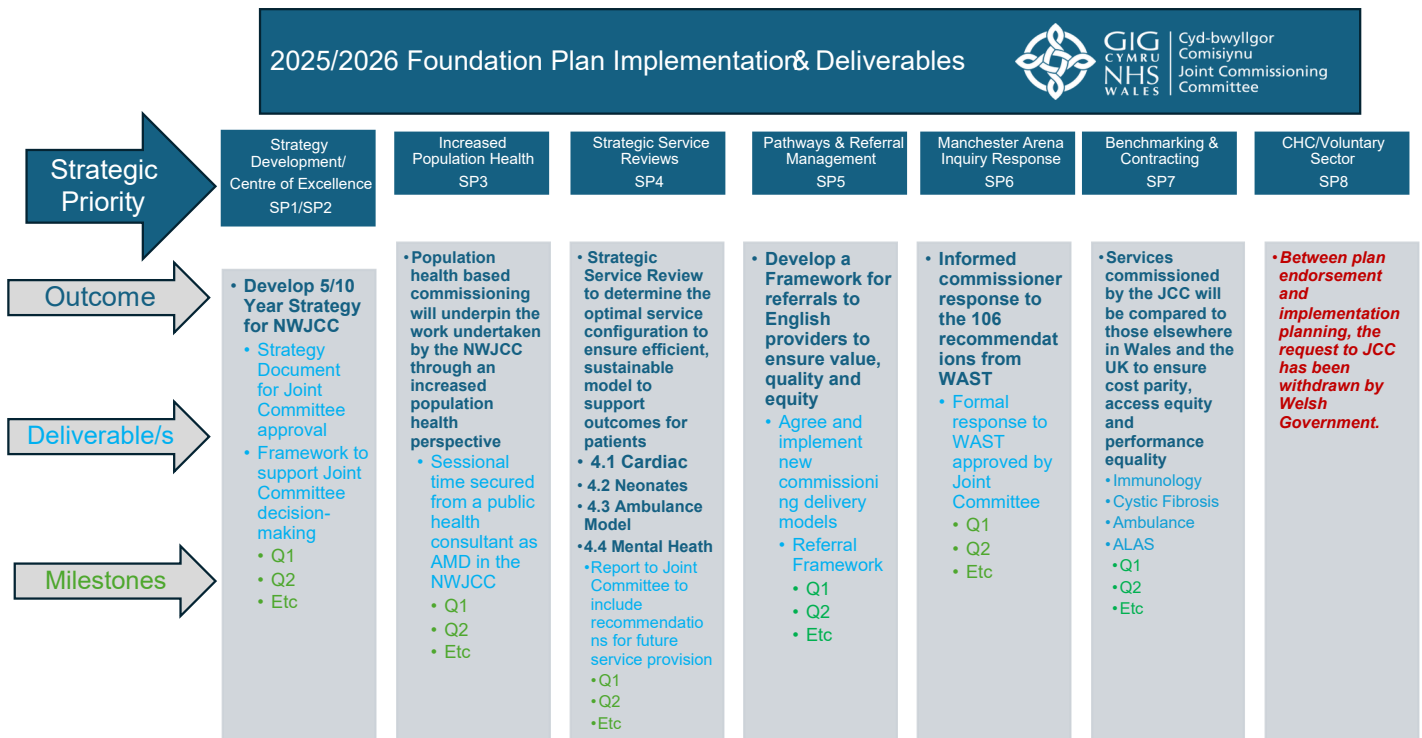
2.1 Framework Approach

For each of the 8 Strategic Priority Areas, the following have been identified;

- Overarching Outcome;
- In-Year (2025/2026) deliverables; and
- Milestones (by quarter)

This approach is summarised below in **Figure 2** and detailed across Strategic Priority areas and relevant NWJCC Directorates in **Appendix 1**. This approach will enable quarterly reporting of the deliverables against the milestones set out in this implementation framework.

Figure 2 – NWJCC 2025/2026 Foundation Plan Implementation Framework



A phased approach to the establishment of the programme arrangements is essential to plan and secure the necessary resources to align to the priority areas. The NWJCC continues to implement the new organisational structure, with a prioritised recruitment plan to support delivery of the commitments within the 2025/2026 Foundation Plan. Until full establishment is achieved, the NWJCC runs below full capacity (71% capacity as at beginning May 2025).

Scopes for the following Strategic Priority areas that will commence in Q1 have been drafted and are being shared for comment with CCLG leads:

- Strategy (& Centre of Excellence);
- Population Health;
- Strategic Service Review – Cardiac;
- Strategic Service Review – Neonates;
- Manchester Arena Inquiry Response.

Scopes for the remaining Strategic Priority areas are under development and will be shared at the CCLG meeting in June 2025 and subsequently the Joint Committee:

- Strategic Service Review – Ambulance Model;
- Strategic Service Review – Mental Health;
- 3rd Sector & CHC;
- Pathways & Referral Management;
- Benchmarking & Contracting.

The NWJCC will work urgently and collaboratively with colleagues across NHS Wales to ensure the implementation of the plan is appropriately resourced. Resources from within the NWJCC will be appropriately aligned and prioritised, and where necessary, resources from external sources to support and contribute to the timely delivery of the agreed outcomes will be sought.

2.2 Financial Implications

The financial plan for 2025-2026 reflects the significant system wide financial challenge. Whilst the increase at 4% is above the overall NHS increase for inflation and growth of 1.77% there are a number of underlying cost pressures that mean that for 2025-2026 there is no capacity to support funding for additional developmental costs. With delivery of break-even predicated on the achievement of a challenging savings programme of circa £12m the financial impact of deliverables is focused on cost neutrality for 2025-26, with emphasis on a value-based approach to funding and identifies efficiencies to secure financial sustainability

Actions for all of these were published as an appendix to the NWJCC’s 2025/2026 Foundation Plan. Since publication, these have been revisited and aligned to the Strategic Priorities and are set out in the framework approach at **Appendix 1** as described in 3.1 above.

2.3 Monitoring of delivery & management of risk

In asking Joint Committee to approve a risk-based plan, there are a number of risks inherent, that despite not being included within the plan, will need monitoring across the NHS system. Where appropriate, risks will be managed through the NWJCC’s Directorate Collaborative Commissioning Groups for Ambulance/111, Mental Health and Vulnerable Groups, and Specialist Services, and escalated through the Collaborative Commissioning Leadership Group (CCLG) and to Joint Committee as necessary.

Progress on implementation of the Foundation Plan will be monitored on a quarterly basis against the Implementation Framework milestones (**Appendix 1**) in the NWJCC performance report through the PPF Sub-Committee.

Where milestones in the Implementation Framework identify carry forward into the IMTP, these will be considered alongside the emerging NWJCC Strategy, Cabinet Secretary priorities and Welsh Government Planning Guidance.

3. ASSESSMENT

Objectives / Strategy	
Dolen i Nod(au) Strategol CBC /Link to JCC Strategic Goal(s)	Sustaining Our Future

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)	A Healthier Wales	
	If more than one applies please list below:	
Dolen i Hwyluswyr Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Enablers of Quality (Duty of Quality Statutory Guidance (gov.wales))	Whole-systems Perspective	
	If more than one applies please list below: All STEEP areas have been used in the development of the Foundation Plan.	
Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Domains of Quality (Duty of Quality Statutory Guidance (gov.wales))	Effective	
	All apply	
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	No - Not Applicable	
	If more than one applies please list below:	

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:	If no, please include rationale below: All STEEP areas have been used in the development of the Foundation Plan.

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:	If no, please include rationale below: N/A
Cyfreithiol / Legal	There are no specific legal implications related to the activity outlined in this report.	
Enw da / Reputational	There is no direct impact on the reputation of the Joint Committee as a result of the activity outlined in this report.	
Effaith Adnoddau <i>(Pobl /Ariannol) /</i> Resource Impact <i>(People / Financial)</i>	There is no direct impact on resources as a result of the activity outlined in this report.	
	Funding & financial implications for the implementation of the 2025/2026 were assessed during development. Support for resourcing the strategic priorities will be assessed, taking account of the current NWJCC Capacity constraints during the scoping stage (Q1 2025/2026).	

4. RECOMMENDATIONS

The Planning, Performance and Finance sub-Committee is asked to:

- **Note** the framework for the implementation of the NWJCC's 2025/2026 Foundation Plan;
- **Note** and **support** the collaborative approach with Health Boards to leading and contributing on the strategic priority areas; and
- **Note** the urgency to secure capacity in, or working with the NWJCC by end Q1 to support delivery of the milestones identified within the framework.