



**Agenda Item**

2.7

**Planning, Performance and Finance Sub-Committee**

**IMTP 2027-2030 Development**

|   |  |
|---|--|
| <b>Dyddiad y Cyfarfod /<br/>Date of Meeting</b>           | 02/07/2026   |
| <b>Statws Cyhoeddi /<br/>Publication Status</b>           | Open/ Public   |
|   | Not Applicable   |
| <b>Awdur yr Adroddiad /<br/>Report Author</b>             | Emma King, Assistant Director of Planning (Interim)          |
| <b>Cyflwynydd yr<br/>Adroddiad / Report<br/>Presenter</b> | Georgina Galletly, Director of Corporate Planning & Strategy |
| <b>Noddwr yr Adroddiad /<br/>Report Sponsor</b>           | Georgina Galletly, Director of Corporate Planning & Strategy |

|   |   |
|---|---|
| <b>Pwrpas yr Adroddiad /<br/>Report Purpose</b> | Endorse for Committee Approval<br>Choose an item. |
|---|---|

**Engagement (internal/external) undertaken to date  
(including receipt/consideration at Committee/Group)**

| <b>Committee / Group /<br/>Individuals</b> | <b>Date</b> | <b>Outcome</b> |
|--|-------------|----------------|
| Senior Leadership Team                     | 17/06/2026  | Noted          |

## 1. SITUATION/BACKGROUND

This paper aims to advise the committee of the steps being taken to develop the IMTP (Integrated Medium-Term Plan) 2027-30.

Following Joint Committee approval of the first NWJCC Annual Plan in March 2026, the process to develop the first IMTP (Integrated Medium-Term Plan) for 2027-30 has begun.

A high-level timeline has been developed and discussed with Deputy and Senior Leadership Teams, along with a proposed new evidence and risk-based approach to inform the priorities of the IMTP.

This paper will outline the timeframe together with an overview of the proposed process for Evidence Based Risk Assessment (EBRA) of Clinical Developments, and the next steps to ensure a robust process for IMTP development for this and future years which reflects lessons learnt and continuous process improvements.

## 2. SPECIFIC MATTERS FOR CONSIDERATION

### 2.1 Feedback from 2026/27 Annual Plan Development Process

The feedback received from the annual plan development process has been grouped and themed as follows:

- **Timing and Sequencing Challenges**
  - Timely decision-making would be improved by more timely intelligence gathering and prioritisation.
- **Quality and Availability of Intelligence**
  - Gaps in essential data need to be addressed to improve decision visibility, improved effectiveness and long-term planning sustainability.
- **Engagement and Stakeholder Alignment**
  - Stakeholder input was extensive but needs to be better aligned with key decisions, improving overall impact and ownership.
- **Governance and Decision Tracking**
  - A clear decision log and lead author would reduce inconsistencies and improve transparency.

In response to this, the following have been developed:

- A high-level timeline which will sit above a detailed project plan for the development of the IMTP
- A robust assessment approach led by the medical directorate to incorporate evidence-based proposals and quality assurance for potential service developments as well as risk-based analysis of continued commissioning, decommissioning or de-prioritisation options through a structured, multi-disciplinary approach

- A stakeholder communications and engagement plan is under development to ensure both internal and external stakeholders are engaged throughout the process
- A decision log has been opened and a “one author” approach established to ensure transparency and consistency.

## 2.2 High Level Timeframe

The following high-level timeframe has been developed and amended following discussions at Deputy Leadership Team:

| Timeframe                          | Action  |
|------------------------------------|---|
| <b>June 2026</b>                   | <ul style="list-style-type: none"> <li>• Evaluation of previous year processes with SLT and DLT</li> <li>• Request for high level commissioning intentions for 2027-30 to be distributed</li> <li>• Workshop with AMDs to formalise EBRA process to be scheduled</li> <li>• Workshop with JCC colleagues to develop priorities in the plan to be scheduled</li> </ul>   |
| <b>July 2026</b>                   | <ul style="list-style-type: none"> <li>• Commissioning intentions to be in draft form by 20<sup>th</sup> July 2026</li> <li>• Report to Joint Commissioning Committee sharing the outcome of the feedback exercise, and to agree;               <ul style="list-style-type: none"> <li>- The process &amp; timelines for the development of the IMTP</li> <li>- EBRA process</li> <li>- Engagement plan</li> </ul> </li> </ul>  |
| <b>July 2026 to September 2026</b> | <ul style="list-style-type: none"> <li>• Workshop with JCC colleagues to develop overarching priorities for the development of the plan also specifics within Directorate groups commissioning</li> <li>• Workshop to share feedback and discuss overarching priorities for the plan</li> <li>• Undertake risk assessment/prioritisation/horizon scanning processes which need to run to inform any of the commissioning areas for which JCC has accountability</li> <li>• Evidence Based Risk Assessment (EBRA) to be carried out</li> </ul> |
| <b>September 2026</b>              | <ul style="list-style-type: none"> <li>• Updated analysis of strategic context to be received by Joint Committee</li> <li>• High Level Commissioning Intentions to be agreed by Joint Committee</li> </ul>  |
| <b>October 2026</b>                | <ul style="list-style-type: none"> <li>• Workshops to crystallise strategic priorities</li> <li>• Detailed EBRA to be completed for scrutiny</li> </ul>   |

|                      |   |
|----------------------|---|
| <b>November 2026</b> | <ul style="list-style-type: none"> <li>• Joint Committee to receive report on the process and highlight for discussion on emerging pressures, themes, risk assessments, priorities and choices</li> </ul>   |
| <b>December 2026</b> | <ul style="list-style-type: none"> <li>• SLT and CCLG receive initial draft version of the plan for consideration</li> <li>• Joint Committee Development Session</li> <li>• Receipt of Welsh Government Allocation letter and Planning Framework</li> </ul>     |
| <b>January 2027</b>  | <ul style="list-style-type: none"> <li>• 121 engagement with Directors of Planning (DoPs) and Directors of Finance (DoFs) through January and February</li> <li>• Joint Committee receive first formal draft for consideration of choices and impact</li> </ul> |
| <b>February 2027</b> | <ul style="list-style-type: none"> <li>• Joint Development Session to consider final choices and impact</li> <li>• CCLG receive final draft plan for endorsement and alignment assurance</li> </ul>   |
| <b>March 2027</b>    | <ul style="list-style-type: none"> <li>• SLT endorse final plan for submission to Joint Committee</li> <li>• Joint Committee receive final plan for approval</li> </ul>   |
| <b>31 March 2027</b> | <ul style="list-style-type: none"> <li>• Submit IMTP to WG</li> </ul>   |

### 2.3 Evidence Based Approach and Risk Assessment

Evidence Based Risk Assessments (EBRAs) will be undertaken to inform priorities of the IMTP.

The process is currently being developed collaboratively between the Medical, Planning and Quality teams alongside commissioning directorates to ensure due consideration is given to feedback and good practice, and a robust process is in place for this and future years for all services within the remit of the NWJCC.

This process will incorporate potential service developments as well as decommissioning or de-prioritisation options through a structured, evidence-based approach which also considers assessment of risk.

### 2.4 Stakeholder Communication and Engagement

A stakeholder communications and engagement plan is under development to ensure both internal and external stakeholders and engaged throughout the IMTP development process.

This will include:

- Engagement and collaboration with commissioning and corporate teams
- Alignment to key stakeholder meetings including Joint Committee, SLT, CCLG

- Liaison with Health Boards and external NHS Wales organisations to ensure alignment to plans across the Welsh NHS bodies
- Assurance these links will be at crucial times in the process and align to key decision-making events

## 2.5 Governance and Decisions Tracking

A Decisions Log will be implemented to ensure all decisions are recorded to include the date and forum of any decision making.

Robust assurance of progress of the development of the IMTP will be undertaken to include:

- Regular updating of the plan
- Reporting & checking into appropriate forums
- Escalation processes in place to ensure escalation is done in a timely way through the correct routes
- Communication and engagement at key points in the IMTP development process

Appropriate planning will ensure transparent processes and provide assurance of progress to this forum and the Joint Committee.

A “lead author” approach to ensure consistency:

- Information will be collated and the plan developed
- There will be “sense check” and assurance engagement session incorporated into the timeframe with contributors to ensure content and quality assessment of the content of the plan as it develops.

## 3. KEY RISKS / MATTERS FOR ESCALATION

The immediate priority for the NWJCC is the development of draft commissioning intentions. These have been requested from Commissioning Teams by 20<sup>th</sup> July 2026 in order that the evidence and risk-based priorities assessment for the IMTP can be carried out. There is a risk is that the new process developed for evidence-based risk assessment (EBRA) may take longer than anticipated as this is the inaugural year for the new process.

The development of the IMTP will be closely monitored to mitigate these risks and appropriate escalation will be adopted should these risks increase or materialise.

## 4. ASSESSMENT

| Objectives / Strategy                 |   |
|---------------------------------------|---|
| Dolen i Amcan (au)<br>Strategol CBC / | Maximise Value                              |
|                                       | If more than one applies please list below: |

|  |   |
|--|---|
| <b>Link to JCC Strategic Objectives(s)</b>   | Ensure Quality<br>Reduce Duplication<br>Improve Equity and Population Health<br>Facilitate Integration    |
| <b>Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / Link to Wellbeing of Future Generations Act – Wellbeing Goals</b><br><a href="#">150623-guide-to-the-fg-act-en.pdf</a><br><a href="#">(futuregenerations.wales)</a> | A Healthier Wales   |
|  | If more than one applies please list below:   |
| <b>Dolen i Hwyluswyr Ansawdd</b><br><i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality</i><br><a href="#">(Duty of Quality Statutory Guidance (gov.wales))</a>                                       | Data to Knowledge   |
|  | If more than one applies please list below:   |
| <b>Dolen i Feysydd Ansawdd</b><br><i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality</i><br><a href="#">(Duty of Quality Statutory Guidance (gov.wales))</a>  | Effective   |
|  | If more than one applies please list below:<br>Efficient<br>Equitable<br>Person Centred<br>Timely<br>Safe |
| <b>Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)</b>   | Yes - Refine  |
|  | If more than one applies please list below:   |

| <b>Impact Assessment</b>  |                               |   |
|---|-------------------------------|---|
| <b>Ansawdd</b><br><i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? / Quality</i><br><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:<br>QIA will be completed for the IMTP itself |

|  |   |  |
|--|---|--|
| <b>Cydraddoldeb</b><br><i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /</i><br><b>Equality</b><br><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:<br>EQIA will be completed for the IMTP itself |
| <b>Cyfreithiol / Legal</b>   | There are no specific legal implications related to the activity outlined in this report.                               |  |
| <b>Enw da / Reputational</b>   | There is no direct impact on the reputation of the Joint Committee as a result of the activity outlined in this report. |  |
| <b>Effaith Adnoddau</b><br><i>(Pobl / Ariannol) /</i><br><b>Resource Impact</b><br><i>(People / Financial)</i>   | There is no direct impact on resources as a result of the activity outlined in this report.                             |  |
|  |   |  |

## 5. RECOMMENDATIONS

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

- **Endorse** the process outlined for the development of the IMTP 2027-30 as set out in this paper.

## 6. NEXT STEPS

- Commissioning Intentions
  - Develop in draft form by 20<sup>th</sup> July 2026
  - Workshop will be scheduled to discuss
- Stakeholder Engagement Plan
  - Stakeholder engagement plan being developed to incorporate suggestions and lessons learnt from 2026/2027
- Development of EBRA process and Quality Assurance mechanisms
  - The process will be developed at pace to allow sufficient time for robust assessment of priorities and quality assurance

| <b>Acronyms / Glossary of Terms</b> |  |
|-------------------------------------|--|
| CCLG                                | Collaborative Commissioning Leadership Group |
| DoFs                                | Directors of Finance                         |
| DoPs                                | Directors of Planning                        |
| DLT                                 | Deputy Leadership Team                       |
| SLT                                 | Senior Leadership Team                       |
| NWJCC                               | NHS Wales Joint Commissioning Committee      |
| IMTP                                | Integrated Medium Term Plan                  |