

NWJCC FOUNDATION PLAN IMPLEMENTATION - PROGRESS TRACKER Q2										
Strategic Priority	Unique Identifier (Strategic)	Unique Identifier (Local)	JCC Responsible Officer	Outcome	Deliverable/Output	Milestone	Starting Qtr	Delivery Qtr	RAG Rating G - On Track, A - Slight Slippage (Not all actions completed within Qtr), R - Significant Slippage (Project is more than 1 Qtr behind), B - Project Milestone Complete W - Project Not Yet Started	Progress Update / Comment
Strategic Priority 1: Development of a JCC Strategy	SP1	SP1	Georgina Galletly	Develop a 5/10 Year Strategy for the NWJCC	Strategy document for Joint Comitee approval	Strategy to Joint Committee Meeting	Q1	Q4	G	Internal workshop held 09/06/2025 to explore future direction of travel from NWJCC staff perspective. One to one meetings with CEO members of the Joint Committee almost complete. Strategy session for Joint Committee towards the end of Financial Year will crystallise the final draft.
Strategic Priority 1: Development of a JCC Strategy	SP1	AMB12	Ross Whitehead	NHS 111 Wales commissioned capacity is aligned with demand	Strategic Demand and Capacity Report on NHS Wales 111	Completion of a scoping document that clarifies the process and dependencies for the review	Q2	Q4	G	This specific outcome and deliverable has been combined into the strategic review of ambulance services covered under SP 4.3.
Strategic Priority 1: Development of a JCC Strategy	SP1	AMB5	Ross Whitehead	Improved responsiveness to meet Health Board requirements in relation to ACCTS and improve clinical outcomes for the population.	Report including proposals on ACCTS service	Report to Joint Committee	Q2	Q3	G	Review process has commenced and on track for delivery in Q3.
Strategic Priority 1: Development of a JCC Strategy	SP1	SS1	Mel Wilkey	To implement the preferred model for commissioning arrangements for plastic surgery.		Phase 1 outcome reported to SSCCG and CCLG.	Q2	Q2	B	Reported to SSCCG on 07/08/2025. Supported to go forward to CCLG. Considered by CCLG on 26/08/2025, supported to go forward to JCC on 16/09/2025.
Strategic Priority 1: Development of a JCC Strategy	SP1	SS1	Mel Wilkey	To implement the preferred model for commissioning arrangements for plastic surgery.	Options appraisal proposed to SSCCG	Development of options appraisal, including feedback from provider and project board	Q2	Q2	B	Included within the Phase 1 report for SSCCG and CCLG. Supported to go forward to JCC on 16/09/2025.
Strategic Priority 1: Development of a JCC Strategy	SP1	SS1	Mel Wilkey	To implement the preferred model for commissioning arrangements for plastic surgery.		Recommended option presented to JCC for consideration	Q2	Q3	B	Scheduled to be presented to JCC on 16/09/2025.
Strategic Priority 1: Development of a JCC Strategy	SP1	SS10	Mel Wilkey	Mechanical thrombectomy services for the Welsh population are delivered closer to home		Develop a Mechanical Thrombectomy service specification and policy.	Q2	Q3	G	Service specification has been drafted and currently undertaking pre-engagement with the hyper-acute stroke services network and workshop planned October / November. Policy will be updated in line with service specification. Consultation will then be undertaken.
Strategic Priority 1: Development of a JCC Strategy	SP1	SS10	Mel Wilkey	Mechanical thrombectomy services for the Welsh population are delivered closer to home	Development of model/pathway	Reconfirm next steps for progression towards a 24/7 Thrombectomy service for S Wales.	Q2	Q3	G	CVUHB have been asked to submit a revised business case setting out how they will extend hours of access in 2026/27 with line of sight towards the provision of a 24/7 service.
Strategic Priority 1: Development of a JCC Strategy	SP1	SS10	Mel Wilkey	Mechanical thrombectomy services for the Welsh population are delivered closer to home		Work with designated provider to implement phase 1 of the Mechanical Thrombectomy service.	Q2	Q2	B	CVUHB commenced delivery of the S Wales Thrombectomy service from 01/07/2025.
Strategic Priority 1: Development of a JCC Strategy	SP1	SS16	Mel Wilkey	Linked to SS19. To increase Home Dialysis.	Implement the Value in Healthcare objectives linked to increasing Home Dialysis	Milestones aligned with ViH Programme	Q1	Q4	B	Delivered the ViH Project with outcome of increased percentage of patients choosing home dialysis. Increased percentage of patients with documented transplant listing status and pre-emptive transplant. WKN have been successful in receiving confirmation from the Welsh Government of recurrent funding.

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Strategic Priority 1: Development of a JCC Strategy	SP1	SS16	Mel Wilkey	Linked to SS19. To increase Home Dialysis.	Commissioning policy & service specification	Get it Right First Time (GIRFT) recommendations implemented. Re-fresh current Commissioning Policy and Service Specification.	Q2	Q3	G	Commissioning Policy and Specification has been sent out for stakeholder consultation, closed on 11/09/2025. Currently reviewing stakeholder comments received. Growth in Home Therapies may need to be included in IMTP.
Strategic Priority 1: Development of a JCC Strategy	SP1	SS16	Mel Wilkey	Linked to SS19. To increase Home Dialysis.	Home Dialysis Framework	Providing an appropriate route to market for home therapies equipment and consumables, demonstrating value for money.	Q2	Q4	G	Utilising NHS Supply Chain Framework.
Strategic Priority 1: Development of a JCC Strategy	SP1	SS19	Mel Wilkey	Linked with SS16. Achievement of Value in Healthcare Programme	Achievement of milestones in ViHC Kidney Programme.	Reconfirm plan required to increase number of patients receiving a) transplantation b) home dialysis.	Q2	Q4	B	Delivered the ViH Project with outcome of increased percentage of patients choosing home dialysis. Increased percentage of patients with documented transplant listing status and pre-emptive transplant. WKN have been successful in receiving confirmation from the Welsh Government
Strategic Priority 1: Development of a JCC Strategy	SP1	SS19	Mel Wilkey	Linked with SS16. Achievement of Value in Healthcare Programme		Monitor implementation of regional value in healthcare programmes, taking remedial action as required.	Q1	Q4	B	Delivered the ViH Project with outcome of increased percentage of patients choosing home dialysis. Increased percentage of patients with documented transplant listing status and pre-emptive transplant. WKN have been successful in receiving confirmation from the Welsh Government of recurrent funding.
Strategic Priority 2: Centre of Commissioning Excellence	SP2	SP2	Georgina Galletly	The JCC will become the Centre of Commissioning Excellence on behalf of NHS Wales	NWJCC Strategy to identify best practice and route map to achieve centre of excellence.	Early engagement with stakeholders and staff will take place in order to develop the vision and approach.	Q1	Q4	G	Strategic Priority to be picked up and combined with SP1. Defining a Centre of Commissioning Excellence and the route map to achieving this will form a fundamental aspect of the long-term strategy for the NWJCC.
Strategic Priority 2: Centre of Commissioning Excellence	SP2	SP2	Georgina Galletly	The JCC will become the Centre of Commissioning Excellence on behalf of NHS Wales		Development of a commissioning maturity matrix.	Q2	Q3	G	NWJCC will utilise the planning maturity matrix issued by Welsh Government on 22/09/2025 to undertake a self assessment. We will use the learning to feed into the development of the NWJCC IMTP and Long-Term Strategy.
Strategic Priority 3: Population Health Perspective	SP3	SP3	Iolo Doull	Population health based commissioning will underpin the work undertaken by the NWJCC through an increased population health perspective		Discussion with PHW and secured staff member	Q1	Q1	G	New post, AMD Public Health due for recruitment October 2025. Role will be key in the clinical leadership of the JCC Strategy, Prioritisation and Decision-making to ensure population health focus.
Strategic Priority 3: Population Health Perspective	SP3	SP3	Iolo Doull	Population health based commissioning will underpin the work undertaken by the NWJCC through an increased population health perspective	Sessional time secured from a public health consultant	Appoint an Assistant Medical Director for Public Health, increasing leadership and influence in decision making within the organisation.	Q2	Q3	G	New post, AMD Public Health due for recruitment October 2025. Role will be key in the clinical leadership of the JCC Strategy, Prioritisation and Decision-making to ensure population health focus.

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Strategic Priority 4: Strategic Service Reviews SP4.1 - Cardiac Service Review (Note dependency on SS5 & SS6 until this review has concluded and made recommendations)	SP4.1	SP4.1	Mel Wilkey	Cardiac services are reviewed for optimum commissioning/value/productivity/sustainability	Recommendations arising from review used to inform commissioning intentions for IMTP	<ul style="list-style-type: none"> Commissioning Framework PID Establishment of Project Team 	Q1	Q2	B	All complete and PID was presented to SSCG on 07/08/2025, also presented to CCLG on 26/08/2025 supported, and presented at JCC Strategy Workshop on 19/08/2025 and agreed with minor amendment to timescale.
Strategic Priority 4: Strategic Service Reviews SP4.1 - Cardiac Service Review (Note dependency on SS5 & SS6 until this review has concluded and made recommendations)	SP4.1	SP4.1	Mel Wilkey	Cardiac services are reviewed for optimum commissioning/value/productivity/sustainability	Recommendations arising from review used to inform commissioning intentions for IMTP	<ul style="list-style-type: none"> Inaugural Project Team Meeting Demand and Capacity Modelling Self-Assessment against the Service Specification 	Q2	Q3	G	First project delivery team meeting scheduled for 14/10/2025. Self assessment and demand and capacity modelling is being developed and on track for sign off in Q3.
Strategic Priority 4: Strategic Service Reviews SP4.1 - Cardiac Service Review (Note dependency on SS5 & SS6 until this review has concluded and made recommendations)	SP4.1	SS5	Mel Wilkey	Equity of access for Welsh patients requiring cardiac devices and provision of care closer to home.	Consistent commissioning model for cardiac devices.	Review current provision across Health Boards.	Q2	Q3	G	Slight delay in project scoping due to competing priorities and capacity within the team.
Strategic Priority 4: Strategic Service Reviews SP4.1 - Cardiac Service Review (Note dependency on SS5 & SS6 until this review has concluded and made recommendations)	SP4.1	SS5	Mel Wilkey	Equity of access for Welsh patients requiring cardiac devices and provision of care closer to home.	Consistent commissioning model for cardiac devices.	Detailed analysis of current provision and allocated resource, highlighting inequity and variation.	Q2	Q3	G	Slight delay in project scoping due to competing priorities and capacity within the team.
Strategic Priority 4: Strategic Service Reviews SP4.2 - Neonatal Service Review	SP4.2	SP4.2 SS12	Mel Wilkey	Neonatal Model to be reviewed for optimum commissioning/value/productivity/sustainability	Recommendations arising from review to inform commissioning intentions for JCC & Health Board IMTPs	Develop the scope of the review	Q1	Q1	G	Project initiated. Milestones set at JCC meeting held on 20/05/2025. CEO and CCLG lead engaged via email and meetings. Project manager has been identified and project scope completed. The Project Team has been identified and the first meeting arranged for 14/08/2025.
Strategic Priority 4: Strategic Service Reviews SP4.2 - Neonatal Service Review	SP4.2	SP4.2 SS12	Mel Wilkey	Neonatal Model to be reviewed for optimum commissioning/value/productivity/sustainability	Recommendations arising from review to inform commissioning intentions for JCC & Health Board IMTPs	Identify & appoint project team	Q2	Q3	A	Project Team membership has been changed due to potential conflict of interest. The meeting arranged for August did not go ahead. Awaiting JCC Chief Commissioner to meet with Welsh Government Chief Nursing Officer (CNO) to discuss the implications of the All Wales Maternity & Neonatal Review on this work in order to understand the consequences / effects.
Strategic Priority 4: Strategic Service Reviews SP4.2 - Neonatal Service Review	SP4.2	SP4.2 SS12	Mel Wilkey	Neonatal Model to be reviewed for optimum commissioning/value/productivity/sustainability	Recommendations arising from review to inform commissioning intentions for JCC & Health Board IMTPs	Develop PID	Q2	Q3	A	Initial draft of PID developed, will need to be reviewed once the implications of the All Wales Review have been understood.

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Strategic Priority 4: Strategic Service Reviews SP4.2 - Neonatal Service Review	SP4.2	AMB9	Ross Whitehead	A sustainable service that supports the safe transport of babies when necessary.		Interim arrangements to ensure service continuity whilst strategic review is undertaken	Q2	Q3	A	This project has been aligned with SP4.2 Neonatal Service Review project. Interim arrangements have been put in place to ensure service continuity whilst strategic review is undertaken. Awaiting JCC Chief Commissioner to meet with Welsh Government Chief Nursing Officer (CNO) to discuss the implications of the All Wales Maternity & Neonatal Review on this work in order to understand the consequences / effects.
Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	SP4.3 (SP7.3)	Ross Whitehead / Stacey Taylor	Ambulance Model to be reviewed for optimum commissioning/value/productivity/sustainability. SRO has decided to combine the Strategic review of ambulance and the benchmarking and contracting ambulance work into a single product.		Develop the scope of the review	Q1	Q1	A	Scope developed in conjunction with relevant stakeholders. The review has already commenced, having started during Q2. Progress will be reported to the Joint Committee in Q3. The original scope has been reviewed for deliverability, and a final draft has been developed for sharing with stakeholders.
Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	SP4.3 (SP7.3)	Ross Whitehead / Stacey Taylor	Ambulance Model to be reviewed for optimum commissioning/value/productivity/sustainability. SRO has decided to combine the Strategic review of ambulance and the benchmarking and contracting ambulance work into a single product.	Report to include recommendations on optimum service model for Ambulance Services	Identify project team	Q1	Q1	G	Project team members identified as part of the scoping work. Joint arrangements agreed with Finance and Value Directorate to combine with benchmarking and contracting review.
Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	SP4.3 (SP7.3)	Ross Whitehead / Stacey Taylor	Ambulance Model to be reviewed for optimum commissioning/value/productivity/sustainability. SRO has decided to combine the Strategic review of ambulance and the benchmarking and contracting ambulance work into a single product.		Develop PID	Q1	Q1	B	Separate PID not required as scoping document has been developed setting out the requirements of the review.
Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	SP4.3 (SP7.3)	Ross Whitehead / Stacey Taylor	Ambulance Model to be reviewed for optimum commissioning/value/productivity/sustainability. SRO has decided to combine the Strategic review of ambulance and the benchmarking and contracting ambulance work into a single product.		Develop implementation plan	Q2	IMTP	G	Scoping document outlines the delivery plan for the review, implementation plan will be delivered at the next step of the review and form part of the JCC IMTP for 2025/26.

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Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	AMB2	Ross Whitehead	Reduction in Ambulance hand-over delays resulting in improved ambulance response times for the population. SRO has decided to combine the Strategic review of ambulance and the benchmarking and contracting ambulance work into a single product.	Revised ambulance performance measures to support implementation of MAG recommendations	Development of a performance dashboard	Q2	Q2	B	A performance summary dashboard has been developed to support oversight and improvement. The associated data set is shared weekly with Welsh Government, Health Boards, and key stakeholders to ensure . In addition, an operational dashboard have been created to enhance operational focus on performance against the 45-minute handover target.
Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	AMB3	Ross Whitehead	Patients will have the right response from the Ambulance Service resulting in improved clinical outcomes for patients. SRO has decided to combine		Appointment of evaluation team	Q1	Q1	B	An independent evaluation team has been appointed by WAST. The Director of Ambulance Services & NHS 111 is acting as joint Senior Responsible Officer (SRO).
Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	AMB3	Ross Whitehead	Patients will have the right response from the Ambulance Service resulting in improved clinical outcomes for patients. SRO has decided to combine the Strategic review of ambulance and the benchmarking and contracting ambulance work into a single product.	The development and implementation of the evolved clinical response model	Development of quality and performance metrics	Q1	Q1	B	Phase 1 of the clinical response model went live on 01 July 2025, and quality and performance metrics were agreed during the implementation process.
Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	AMB10	Ross Whitehead	Existing capacity aligned to demand for NHS 111 Wales. SRO has decided to combine the Strategic review of ambulance and the benchmarking and contracting ambulance work into a single product.		Roster review	Q2	Q2	A	Roster review is taking place with external modelling support and WAST. Delivery is planned for Q4.
Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	AMB14	Ross Whitehead	Revision of EMRTS Commissioning Framework.	Revised commissioning framework	Review the current commissioning framework against the current expanded service Undertake a review of the hosting arrangements for EMRTS and make recommendation to Joint Committee.	Q2	Q4	G	Ongoing legal process related to the Judicial Review. This priority has progressed to a wider review of the hosting arrangements for EMRTS with recommendation to be Joint Committee for consideration.
Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	AMB14	Ross Whitehead	Revision of EMRTS Commissioning Framework.	Revised commissioning framework	Work with EMRTS & host body to update framework as necessary	Q2	Q4	G	Ongoing legal process related to the Judicial Review. This priority has progressed to a wider review of the hosting arrangements for EMRTS with recommendation to be Joint Committee for consideration.

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Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	AMB14	Ross Whitehead	Revision of EMRTS Commissioning Framework.	Revised commissioning framework	Present draft revised framework to EMRTs DAG	Q2	Q4	G	Ongoing legal process related to the Judicial Review. This priority has progressed to a wider review of the hosting arrangements for EMRTS with recommendation to be Joint Committee for consideration.
Strategic Priority 4: Strategic Service Reviews SP4.3 - Ambulance Model Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	SP4.3 (SP7.3)	AMB9	Ross Whitehead	Improved access to high quality non-emergency patient transport through system integration and efficiency gains.		Agreement of milestones for WAST to support delivery	Q2	Q2	A	NEPTS Commissioning Assurance Group re-established in Q2. JCC to develop forum to support delivery of NEPTS Future Vision with a focus on efficiency and productivity of the interface between WAST and HBS,
Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD1	Adrian Clarke	Commissioned activity for patients in medium secure placements (adults) and CAMHS (Tier 4) are optimised.		Explore alternative funding models for various commissions.	Q2	Q4	G	Timescale has slipped slightly as a result of recruitment into Assistant Director post. Delivery date changed to Q4. Service reviews to be undertaken and alternative funding models to be explored as part of this. Caswell review commenced in Q2. Review of other adult and CAMHS services to commence in Q3
Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD3	Adrian Clarke	All MHLD services commissioned by the NWJCC are reviewed to ensure optimum commissioning.		Collect regular and relevant data for each commissioned service.	Q2	Q2	G	On target. Review of data collation and reporting has commenced. Progress has been impacted by staff capacity. Assistant Director commenced in post 11.8.25.
Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD3	Adrian Clarke	All MHLD services commissioned by the NWJCC are reviewed to ensure optimum commissioning.	Systematic approach is in place that will ensure continuous review of MHLD services commissioned by the NWJCC (starting with Perinatal).	Development of programme for systematic review	Q2	Q2	G	Timescales for review of all commissioned services in development. Following review, regular service development meetings with providers and commissioners will be scheduled.
Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD3	Adrian Clarke	All MHLD services commissioned by the NWJCC are reviewed to ensure optimum commissioning.		Complete and publish report relating to first review completed in this portfolio (Perinatal demand and Capacity)	Q1	Q1	B	Perinatal review completed and published.
Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD4	Adrian Clarke	MHLD commissioning is driven by robust performance & activity data to inform Commissioning		Agree relevant data set for all commissioned services	Q2	Q2	G	Initial KPI data set agreed with commissioned services. Being refined and further developed with providers as data output analysed.
Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD4	Adrian Clarke	MHLD commissioning is driven by robust performance & activity data to inform Commissioning	Data dashboard	Data to be collected from all relevant services at regular intervals.	Q2	Q2	G	Data being collected from services on a monthly basis. Two months data collected to date.
Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD5	Adrian Clarke	Repatriation of medium-secure case management to NWJCC to enable the provision of a consistent service across NHS and independent services.		Consider and address any TUPE implications with CTM	Q2	Q2	G	Cwm Taff HR lead identified and action plan in development for Transfer of Undertakings (Protection of Employment) (TUPE) of staff.
Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD5	Adrian Clarke	Repatriation of medium-secure case management to NWJCC to enable the provision of a consistent service across NHS and independent services.	Directly employed case managers within the JCC	Define process for repatriation of case management personnel from relevant Health Boards.	Q2	Q3	G	On target for Q3

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Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD6	Adrian Clarke	More inclusive services for those with Learning Disability or Neuro-Divergence.		Review service specifications for commissioned services to ensure that neurodivergent people and People with a Learning disability have equitable access to services	Q2	Q3	G	Review service specifications for existing commissioned services and any new to ensure Learning Disabilities and Neurodivergent needs are included within inclusion criteria not exclusion criteria.
Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD7	Adrian Clarke	All MHL D services are commissioned and monitored against agreed policies and specifications.		Work with Governance team to review policies.	Q2	Q2	G	Initial meeting held in Q2 to discuss existing policies.
Strategic Priority 4: Strategic Service Reviews SP4.4 - Mental Health Service Review	SP4.4	MHLD7	Adrian Clarke	All MHL D services are commissioned and monitored against agreed policies and specifications.	Complete suite of service specifications	Review specifications and policies relating to commissioned services to ensure all are up to date and remain relevant.	Q2	Q4	G	Review specifications and ensure in place for all commissioned services.
Strategic Priority 5: Pathway and Referral Management	SP5	SP5	Stacey Taylor	Develop a Framework for referrals to English providers to ensure value, quality and equity.		Develop scope review	Q1	Q1	B	Complete.
Strategic Priority 5: Pathway and Referral Management	SP5	SP5	Stacey Taylor	Develop a Framework for referrals to English providers to ensure value, quality and equity.	Agree and implement new commissioning and delivery models.	Identify project teams	Q1	Q1	B	Project Team arranged and meetings scheduled. Project Board and Working Group meeting are also now in place and scheduled.
Strategic Priority 5: Pathway and Referral Management	SP5	SP5	Stacey Taylor	Develop a Framework for referrals to English providers to ensure value, quality and equity.	Referral Framework	Develop implementation plans e.g. action plans and task and finish project	Q2	Q2	B	Scope describing the Implementation Plan in place and Task and Finish Group and Project Board TOR and meetings in place. Action Logs also in place.
Strategic Priority 5: Pathway and Referral Management	SP5	SP5	Stacey Taylor	Develop a Framework for referrals to English providers to ensure value, quality and equity.		Initial Data review and analysis of phase 1 scope	Q2	Q2	B	Total spend, waiting times data, total number of patients, referral destination (provider) per speciality, demographic referrals have been reviewed and analysed.
Strategic Priority 6: Manchester Arena Inquiry Response	SP6	SP6	Ross Whitehead	Enable a NWJCC Commissioner response to the Manchester Arena Inquiry		Develop review scope	Q1	Q1	B	Review scope developed in line with the scope for the collaborative assessment workshop held on 27/06/2025
Strategic Priority 6: Manchester Arena Inquiry Response	SP6	SP6	Ross Whitehead	Enable a NWJCC Commissioner response to the Manchester Arena Inquiry	Commissioner response to 106 recommendations from MAI review	Identify project teams	Q1	Q1	B	Project team identified and meetings in place as per project requirement. Regular update reports made to CCLG and JCC.
Strategic Priority 6: Manchester Arena Inquiry Response	SP6	SP6	Ross Whitehead	Enable a NWJCC Commissioner response to the Manchester Arena Inquiry		Develop PIDs	Q1	Q1	B	PID developed and signed off by SLT
Strategic Priority 6: Manchester Arena Inquiry Response	SP6	SP6	Ross Whitehead	Enable a NWJCC Commissioner response to the Manchester Arena Inquiry		Make recommendations to Joint Committee	Q1	Q4	G	Recommendations will be presented to the Joint Committee following the completion of the legal review, the independent external review, and stakeholder workshops.

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Strategic Priority 6: Manchester Arena Inquiry Response	SP6	SP6	Ross Whitehead	Enable a NWJCC Commissioner response to the Manchester Arena Inquiry		Seek legal advice on recommendations	Q1	Q1	B	Legal advice received on the 24/06/2025 and initial feed back has been provided via the relevant mechanisms. Advice will be used to form part of the final recommendations to be made to the Joint Committee
Strategic Priority 6: Manchester Arena Inquiry Response	SP6	SP6	Ross Whitehead	Enable a NWJCC Commissioner response to the Manchester Arena Inquiry		Broader assessment workshop with WG/DOPs	Q2	Q2	B	A series of workshops was delivered by WAST to Health Boards' Directors of Planning, Commissioning, and EPRR on 06/03, 13/03, 20/03, and 17/04. A discussion workshop with Health Boards was held on 27/06, and a further workshop with Health Boards and WAST was held on 26/09.
Strategic Priority 6: Manchester Arena Inquiry Response	SP6	SP6	Ross Whitehead	Enable a NWJCC Commissioner response to the Manchester Arena Inquiry		Commission and undertake independent assessment	Q2	Q3	G	An independent reviewer has been identified, and negotiations are underway for the review to take place in Q3.
Strategic Priority 7: Focus on Benchmarking and Contracting	SP7	SP7	Stacey Taylor	Services commissioned by the JCC will be compared to those elsewhere in Wales and the UK to ensure cost parity, access equity and performance equality.	Deliverables included in individual services (SP7 B&C7.1 to SP7 B&C7.4)	Milestones included in individual services (SP7 B&C7.1 to SP7 B&C7.4)	Q1	Q3	G	Individual services have been reviewed and compared and updates have been taken to CCLG. Expectation that this moves into delivery.
Strategic Priority 7: Focus on Benchmarking and Contracting SP7.1 - ALAS	SP7	B&C 7.1	Stacey Taylor/Mel Wilkey	ALAS		Develop scope for the ALAS review	Q1	Q1	A	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.
Strategic Priority 7: Focus on Benchmarking and Contracting SP7.1 - ALAS	SP7	B&C 7.1	Stacey Taylor/Mel Wilkey	ALAS		Identify project team	Q1	Q1	A	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.

NWJCC FOUNDATION PLAN IMPLEMENTATION - PROGRESS TRACKER Q2										
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Strategic Priority 7: Focus on Benchmarking and Contracting SP7.1 - ALAS	SP7	B&C 7.1	Stacey Taylor/Mel Wilkey	ALAS		Develop PID	Q2	Q2	A	Work on the scope for the ALAS review has currently been paused, awaiting direction from SRO and CEO sponsor.
Strategic Priority 7: Focus on Benchmarking and Contracting SP7.1 - ALAS	SP7	B&C 7.1	Stacey Taylor/Mel Wilkey	ALAS		Develop implementation plan	Q2	Q3	A	Work on the scope for the ALAS review has currently been paused, awaiting direction from SRO and CEO sponsor.
Strategic Priority 7: Focus on Benchmarking and Contracting SP7.2 - Cystic Fibrosis	SP7	B&C 7.2	Mel Wilkey/Stacey Taylor	Cystic Fibrosis		Cardiac Commissioning team to review report for support	Q1	Q1	B	Report of the review findings has been completed which can be used for phase 2. It has been shared with the working group which includes the service for comments. It has also been supported by the cardiac commissioning team. It also awaits support from women and children commissioning team which is due in July. Report and proposed next steps have been presented and have now been finalised. Report presented to SSCG on 07/08/2025 and CCLG on 26/08/2025, supported but no

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Strategic Priority 7: Focus on Benchmarking and Contracting SP7.2 - Cystic Fibrosis	SP7	B&C 7.2	Mel Wilkey/Stacey Taylor	Cystic Fibrosis		Report of work and findings shared with project team for information and outline of next steps for final review	Q2	Q2	B	Report of work and findings and next steps shared with project team and service and outline of next steps for final review completed.
Strategic Priority 7: Focus on Benchmarking and Contracting SP7.2 - Cystic Fibrosis	SP7	B&C 7.2	Mel Wilkey/Stacey Taylor	Cystic Fibrosis		Future proofing and update of the dashboard	Q2	Q2	B	Dashboard now in place and functioning.
Strategic Priority 7: Focus on Benchmarking and Contracting SP7.2 - Cystic Fibrosis	SP7	B&C 7.2	Mel Wilkey/Stacey Taylor	Cystic Fibrosis		Submission of final report to SCCG to complete phase 1	Q2	Q2	B	Final report submitted to SSCG on 07/08/2025 and CCLG on 26/08/2025 awaiting formal feedback.
Strategic Priority 7: Focus on Benchmarking and Contracting SP7.4 - Immunology	SP7	B&C 7.4	Mel Wilkey	Immunology		Develop scope for Immunology Review	Q1	Q1	B	Scope completed.
Strategic Priority 7: Focus on Benchmarking and Contracting SP7.4 - Immunology	SP7	B&C 7.4	Mel Wilkey	Immunology		Prepare a report to summarise findings and recommend next steps	Q2	Q2	G	Report completed and presented to CCLG on 26/08/2025. Recommendations were discussed and noted at CCLG, will go back in November 2025 for sign off.
Strategic Priority 7: Focus on Benchmarking and Contracting SP7.4 - Immunology	SP7	B&C 7.4	Mel Wilkey	Immunology		Identify working group	Q1	Q1	B	An internal working group was established to develop the report that was presented to the CCLG on 26/08/2025. The implementation plan will set out the structure for taking forward the recommendations.

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Strategic Priority 8: Continuing Healthcare and Third Sector SP8.1 - Specialised Palliative Care	SP8	SP8.1	Adrian Clarke	The commissioning of the hospice sector in Wales is streamlined	Hospices Phase 1 - To develop appropriate governance and assurance for the allocation of an additional £3m to the sector by December 2025	<ul style="list-style-type: none"> Hospices PID Scope developed Establishment of project team Planning and development of PID for phase 2 Commissioning options paper Allocation of £3m to the sector - letters and emails with Welsh Gov 	Q2	Q2	A	Almost complete - briefings currently taking place within Welsh Government. Funding to be released from WG and enabled through existing HB contracts.
Strategic Priority 8: Continuing Healthcare and Third Sector SP8.1 - Specialised Palliative Care	SP8	SP8.1	Adrian Clarke	The commissioning of specialist palliative care in Wales is commissioned effectively	Hospices Phase 2 -To develop a hospice commissioning framework and associated guidance by April 2026	<ul style="list-style-type: none"> First project team meeting Exploration and development of procurement approach High level commissioning approach outlined Engagement workshops with Health Boards, with hospices and broader stakeholders Options paper to JCC 	Q2	Q3	G	On Target
Strategic Priority 8: Continuing Healthcare and Third Sector SP8.2 - Voluntary Sector Framework	SP8	SP8.2	Adrian Clarke	Commissioning of the volunteer sector is streamlined	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	<ul style="list-style-type: none"> PID Development Review initial and basic baseline mapping Establish cross Health Board/JCC project arrangements 	Q2	Q2	A	Some spillage due to capacity and availability to information.
Strategic Priority 8: Continuing Healthcare and Third Sector SP8.2 - Voluntary Sector Framework	SP8	SP8.2	Adrian Clarke	Commissioning of the volunteer sector is streamlined	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	<ul style="list-style-type: none"> Scope services for inclusion High level outline of commissioning principles for the sector Options of commissioning viability (National/Mixed/Local) 	Q2	Q2	A	Discussion required on supporting resources.
Legacy Priorities	LP	LPAMB7	Ross Whitehead	Delivery of NEPTs Future Vision to improve access to high quality patient transport through system integration and efficiency gains.		Future Vision Statement	Q4 (2024-2025)	Q4 (2024-2025)	B	
Legacy Priorities	LP	LPAMB7	Ross Whitehead	Delivery of NEPTs Future Vision to improve access to high quality patient transport through system integration and efficiency gains.	NEPTs Future Vision Statement approved by Joint Committee	NEPTs Future Vision Statement approved by Joint Committee	Q4 (2024-2025)	Q2	G	

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Legacy Priorities	LP	LPSS14	Mel Wilkey	Equitable access to Specialised Paediatric Ophthalmology for the population of Wales.		Development of future model	Q2	Q3	A	Workshop held with all HBs as well as Alder Hey in February 2025. The specialised / non-specialised Ophthalmic services for children from the Royal College of Ophthalmologists were discussed in order to collate information from the HBs regarding their current service provision. Further work is required before agreeing the scope of the tertiary service. These details will be used to develop the draft service specification.
Legacy Priorities	LP	LPSS8	Mel Wilkey	To designate a provider for the Specialist Auditory Implant Device Service for South East Wales, South West Wales and South Powys.		Revised designated provider submission	Q2	Q2	R	In August 2024, CVUHB requested a 6 month pause to the designation of provider process to conduct an internal review of all audiology pathways. A revised submission was not received. Ongoing performance concerns has led to the recommendation by the Commissioning Team to the Director of Specialised Services that the S Wales service is put into Level 3 of the escalation framework. As such the designated provider process is on hold.
Legacy Priorities	LP	LPSS9	Mel Wilkey	A Functional Neurosurgery Service for Welsh residents with movement disorders is secured.		Conclude urgent temporary service change arrangements.	Q2	Q3	B	North Bristol Pathway for deep brain stimulation was reopened 21/08/2025 and temporary pathway to University College London Hospital (UCLH) extended to March 2026 to ensure continuity of care.