

Agenda Item

2.2

Planning, Performance and Finance Sub-Committee
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Implementation of NWJCC Foundation Plan – Quarter 2 Progress

Dyddiad y Cyfarfod / Date of Meeting	23/10/2025
Statws Cyhoeddi / Publication Status	Open/ Public Choose an item.
Awdur yr Adroddiad / Report Author	Emma King, Assistant Director of Planning and Programmes, NWJCC
Cyflwynydd yr Adroddiad / Report Presenter	Georgina Galletly, Director of Corporate Planning and Strategy, NWJCC
Noddwr yr Adroddiad / Report Sponsor	Georgina Galletly, Director of Corporate Planning and Strategy, NWJCC

Pwrpas yr Adroddiad / Report Purpose	For Noting Choose an item.
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Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
Specialised Services Team Meeting	27/08/2025	Noted
Implementing the Plan 2025-26 and Planning for 2026-29 Working Group Meeting	08/09/2025	Noted
Ambulance Services and 111 Team Meeting	16/09/2025	Noted
MHLDVG Commissioning Group Meeting	25/09/2025	Noted

Acronyms / Glossary of Terms	
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 and 2 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 and 2 deliverables.

3. KEY RISKS / MATTERS FOR ESCALATION

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

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

NWJCC FOUNDATION PLAN IMPLEMENTATION STRATEGIC PRIORITY PROJECT PROGRESS SUMMARY					
RAG Rating: 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					
Project	Project Delivery Qtr	Q1	Q2	Q3	Q4
SP1 - Strategy Development	Q4				
SP2 - Centre of Excellence for Collaborative Commissioning	Q4				
SP3 - Increased Public Health perspective	Q4				
SP4.1 - Cardiac Strategic Service Review	2026-2029 IMTP				
SP4.2 - Neonatal Strategic Service Review	2026-2029 IMTP				
SP4.3 - Ambulance Model Strategic Service Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	2026-2029 IMTP				
SP4.4 - Mental Health Strategic Service Review	2026-2029 IMTP				
SP5 - Pathways and Referral Management	Q3				
SP6 - Manchester Arena Inquiry Response	Q4				
SP7 - Benchmarking and Contracting	Q3				
SP7.1 – ALAS	Q3				
SP7.2 - Cystic Fibrosis	Q2				
SP7.4 – Immunology	Q2				
SP8.1 - Continuing Healthcare and Third Sector - Specialised Palliative Care	Q4				
SP8.2 - Continuing Healthcare and Third Sector - Voluntary Sector Framework	Q4				
SP8.3 - Continuing Healthcare and Third Sector – CHC/Direct Payments	To be determined				
Legacy Priorities	2026-2029 IMTP				

Exception Reports are produced and included in **Appendix 2** for projects where a milestone has significantly slipped in Quarter 2 and has a RAG rating of Red (i.e. Significant Slippage). For this reporting period, the following Exception Reports are included:

- Legacy Priorities: LPSS8 - 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.

4. ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	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.
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: A more equal Wales
Dolen i Hwyluswyr Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality</i> (Duty of Quality Statutory Guidance (gov.wales))	Whole-systems Perspective If more than one applies please list below: Data to knowledge Learning, improvement and research
Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality</i> (Duty of Quality Statutory Guidance (gov.wales))	Person Centred If more than one applies please list below: Efficient Effective Equitable Timely Safe All domains of quality

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: Progress report being provided only, QIA not required.
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: Progress report being provided only, EIA not required.
Cyfreithiol / Legal	There are no specific legal implications related to the activity outlined in this report.	
Enw da / Reputational	Yes (Include further detail below)	
	Non delivery of the Foundation Plan could result in reputational risk.	
Effaith Adnoddau <i>(Pobl /Ariannol) /</i> Resource Impact <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 and 2 deliverables within the NWJCC Foundation Plan.

Members are asked to:

- **Note** the report as a situation report against delivery of the NWJCC Foundation Plan as of Quarter 2
- **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 Programme Management Office (PMO) support to assist leads in collating the quarterly updates in Quarter 2 and to address any progress concerns / blockages has been 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 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 which is being updated, 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.