

<b>Agenda Item</b>
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<b>Planning, Performance and Finance Sub-Committee</b>
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<b>Development of the NWJCC Integrated Medium Term Plan (IMTP) 2026-29</b>
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<b>Dyddiad y Cyfarfod / Date of Meeting</b>	23/10/2025
<b>Statws Cyhoeddi / Publication Status</b>	Open/ Public
	Not Applicable
<b>Awdur yr Adroddiad / Report Author</b>	Alex Crawford, Deputy Director of Corporate Planning and PMO, NWJCC
<b>Cyflwynydd yr Adroddiad / Report Presenter</b>	Alex Crawford, Deputy Director of Corporate Planning and PMO, NWJCC
<b>Noddwr yr Adroddiad / Report Sponsor</b>	Georgina Galletly, Director of Corporate Planning and Strategy, NWJCC

<b>Pwrpas yr Adroddiad / Report Purpose</b>	Endorse for Committee Approval
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<b>Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)</b>		
<b>Committee / Group / Individuals</b>	<b>Date</b>	<b>Outcome</b>
Collaborative Commissioning Leadership Group (Commissioning & Principles)	26/08/2025	Endorsed
NWJCC Senior Leadership Team (Steer on approach)	08/10/2025	Endorsed
Joint Committee Strategy Session	21/10/2025	TBC (report written prior to session)

<b>Acronyms / Glossary of Terms</b>	
CCLG	Collaborative Commissioning Leadership Group
CIAG	Clinical Impact Assessment Group
IMTP	Integrated Medium-Term Plan
JC	Joint Commissioning Committee
NWJCC	NHS Wales Joint Commissioning Committee
RSSPPP	Regional Specialised Services Provider Partnership (Cardiff and Vale and Swansea Bay University Health Boards)

## **1. SITUATION**

Following establishment of the NHS Wales Joint Commissioning Committee (NWJCC) on 1 April 2024 and acknowledging the transitional work required to focus on new governance arrangements and the implementation of a new operating model, an annual Foundation Plan was approved for 2025-26. For 2026-29, the NWJCC is working towards the development of its first Integrated Medium-Term Plan (IMTP).

The purpose of this paper is to update the Sub-Committee on progress in developing the NWJCC IMTP and to request that the Sub-Committee endorses the approach to finalising priorities as a clinically-led prioritisation process which takes account of commissioning intelligence through engagement and providers' assessment of risks.

### **1.1 BACKGROUND**

The Director of Corporate Planning and Strategy updated the Joint Commissioning Committee (JC) on discussions held with the Collaborative Commissioning Leadership Group (CCLG) on 26 August 2025 and a set of Commissioning Principles has been agreed. Also set out was the focus of year 1 of the IMTP on efficiency and sustainability, based on an assumption of limited or no additional funding growth in 2026-27 and within an extremely challenging financial climate in NHS Wales, to establish a baseline for informed choices on service development in years 2 and 3 of the IMTP.

The principles agreed were as follows:

The NWJCC will provide system leadership for Health Boards to ensure a clinically led commissioning cycle to secure services that:

- Are patient focussed, safe & high quality
- Are evidence-based & equitable
- Are clinically-led with a focus on population health and population need
- Have been robustly prioritised through risk assessment
- Have been identified through horizon scanning to ensure innovative treatments and services that are sustainable and fit for the future
- Increase the value achieved through improvement, innovation, use of best practice and eliminate waste.

Due to the assumption of limited or no funding growth, it will be proposed to JC that the plan will be a 'no investment' plan. With this in mind, the NWJCC team has not undertaken some of the processes previously run in predecessor organisations, such as Clinical Impact Assessment Group (CIAG). However, whilst the need for efficiency is paramount, it is fully recognised that there are risks inherent across the breadth of NWJCC commissioned services and in the wider NHS. This will therefore require the JC to take those risks into account and prioritise the commissioning of services in year 1 of the plan to ensure that they are safe, high quality and provide equity.

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

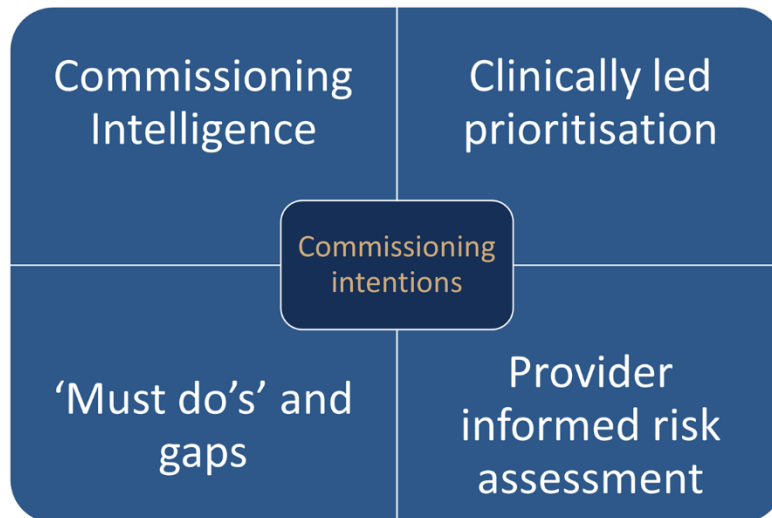
### **2.1 Progress to date**

Since the last Sub-Committee update, there has been some progress on developing the IMTP, albeit planning capacity within the NWJCC has been limited until recently. Progress has included:

- Formal engagement through the JC meeting in September 2025 as well as engagement through the CCLG
- The development and agreement of commissioning principles
- High level commissioning intentions developing through the NWJCC Commissioning Directorates, although further work is required through engagement with Health Boards to finalise the detail of those intentions
- Some principles for how the plan will be structured and presented have been developed, including the proposal to focus year 1 of the plan on efficiency and sustainability
- Vacancies in the NWJCC Planning Team have been filled enabling pace to move through the next stages of IMTP development. Key activities for the team have been to add rigour to the delivery of the NWJCC Foundation Plan (2025-26) and developing an engagement plan and approach to prioritisation for the NWJCC IMTP (2026-29)
- An engagement plan has been developed to move forward to a draft plan for consideration in January 2026.

## 2.2 Approach prioritisation

Following discussion at JC and CCLG it is proposed that the approach to engagement and prioritisation is focussed around four key areas in order to firm up commissioning intentions and the NWJCC IMTP for the next three years.



### Must do's and gaps

The initial focus of prioritising commissioned services in 2026-27 will be on those things that we cannot not (or Must) do, to ensure that whilst there is a need for efficiency and financial prudence no gaps remain that create legal, quality or patient safety risks within the scope of control of the NWJCC.

### Commissioning Intelligence

This will provide a baseline of existing service re-commissioning and a review of existing risk intelligence through NWJCC Collaborative Commissioning Groups and the NWJCC Commissioning Directorates. The NWJCC Foundation Plan provides the basis for the forward-looking NWJCC IMTP but there will need to be an assessment of risks from a provider lens to inform a clinically-led prioritisation process to ensure there are no gaps.

The commissioning lens will also take account of the financial envelope anticipated to be available, which supports the proposal to focus on efficiency and sustainability in year 1. The NWJCC Finance Directorate is currently developing a set of financial principles to guide the discussion about the available resources, taking into account any growth in National Institute for Health and Care Excellence (NICE) and high-cost drugs against funding scenarios, affordability and savings requirements. The NWJCC will also need to consider the methodology to be applied to savings.

## **Provider informed risk assessment**

The NWJCC is engaging directly with Health Boards and Trusts who have already submitted an assessment of their risks and working directly with the regional specialised services provider planning partnership between Cardiff & Vale and Swansea Bay health boards (known as the RSSPPP). RSSPPP's assessment of key risks and issues is due by the end of October 2025.

## **Clinically led prioritisation**

The Medical Directorate in the NWJCC will present a clinical view of commissioning priorities across the range of commissioned services. In the absence of CIAG this will draw upon population health needs, horizon scanning of new medicines and technologies, the review of current priorities, baseline assessment of re-commissioning and importantly the risks flagged through commissioning and provider mechanisms.

## **Further inputs to finalising the plan**

To ensure the process to develop the plan is robust and accounts for all factors that influence an IMTP, the NWJCC Planning Team will also take account of the following inputs:

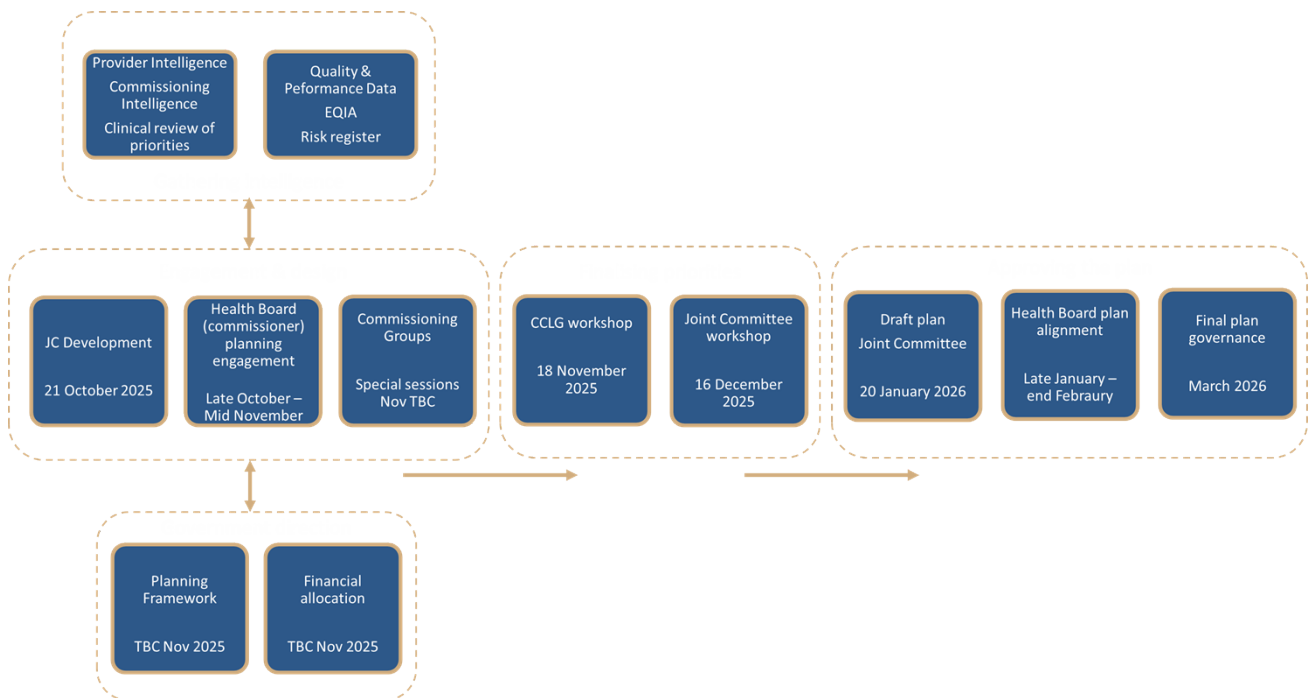
- Refreshed view of PESTLE analysis, including potential election manifestos
- Fragile services priorities carrying forward to 2026-27
- Government and Cabinet Secretary priorities which will be set out in the NHS Wales Planning Framework including the accepted Ministerial Advisory Group recommendations on NHS performance and productivity, and Improving Performance Together letter (3 July 2025)
- Financial allocations to Health Boards
- Equality Impact Assessments.

## **2.3 Engagement**

The NWJCC Planning Team will lead on engagement together with commissioning and corporate teams as follows:

- Engagement with JC through JC strategy sessions and formal committee meetings
- Engagement at CCLG on priorities in November 2025
- Engagement with Health Board planning teams to ensure plan alignment (as per Welsh Government feedback on NHS Wales IMTPs)
- Commissioning intelligence discussions and engagement through extra NWJCC Collaborative Commissioning Group meetings in early November 2025 to inform CCLG and subsequent JC session to ensure agreement on final IMTP approach and priorities
- Provider engagement through existing relationships, communication and the regional specialised services provider partnership (RSSPPP)

The following graphic sets out the plan for engagement over the next 12 weeks until the first draft is due at JC in January 2026.



### 3. KEY RISKS / MATTERS FOR ESCALATION

Timelines are now tight, but this is mitigated through the proposed approach to risk assessment, prioritisation and engagement, supported by a full planning complement in the NWJCC.

### 4. ASSESSMENT

Objectives / Strategy	
<b>Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)</b>	All
	If more than one applies please list below:  Maximise Value Ensure Quality Reduce Duplication Improve Equity & Population Health Facilitate Integration
<b>Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / Link to Wellbeing of Future Generations Act – Wellbeing Goals</b>	A Healthier Wales
	If more than one applies please list below:

<a href="#">150623-guide-to-the-fg-act-en.pdf</a> ( <a href="#">futuregenerations.wales</a> )	
<b>Dolen i Hwyluswyr Ansawdd</b> <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> <b>Link to Enablers of Quality</b> <i>(Duty of Quality Statutory Guidance (gov.wales))</i>	All
	If more than one applies please list below:  Culture and valuing people Data to knowledge Leadership Learning, improvement & research Whole systems perspective
<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>	All
	If more than one applies please list below:  Safe Timely Effective Efficient Equitable Person centred
<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 Aseiad 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:  Whilst the IMTP has strategic importance the recommendations in this paper are not a strategic decision.
<b>Cydraddoldeb</b>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>

<p><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></p>	<p>Outcome:</p>	<p>If no, please include rationale below:</p> <p>Whilst the IMTP has strategic importance the recommendations in this paper are not a strategic decision. An EQIA will form part of the planning process</p>
<p><b>Cyfreithiol / Legal</b></p>	<p>There are no specific legal implications related to the activity outlined in this report.</p>	
<p><b>Enw da / Reputational</b></p>	<p>Yes (Include further detail below)</p> <p>It is important for the NWJCC to produce an IMTP on time as committed in the Foundation Plan</p>	
<p><b>Effaith Adnoddau</b>  <i>(Pobl / Ariannol) /</i>  <b>Resource Impact</b>  <i>(People / Financial)</i></p>	<p>Yes (Include further detail below)</p> <p><b>People:</b> senior leads across NHS Wales contributing to the development of the NWJCC plan</p> <p><b>Financial:</b> Any financial and resource implications of the NWJCC IMTP will be considered in the context of the contents of the plan and be presented to JC for approval</p>	

## 5. RECOMMENDATIONS

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

- **Note** the report
- **Endorse** the proposed approach to risk assessment, prioritisation and engagement to JC as set out in the paper.

## 6. NEXT STEPS

Subject to endorsement, approval of the approach at JC.