GIG CYMRU NHS WALES | Cyd-bwyllgor Comisiynu Joint Commissioning Committee

Agenda Item
2.5

Planning, Performance and Finance Sub-Committee

Annual Plan 2026-27 Quarterly Delivery Updates

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Pwrpas yr Adroddiad / Report Purpose	For Assurance

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

Committee / Group / Individuals	Date	Outcome
Senior Leadership Team	19/08/2026	Noted

1 Situation / Background

The purpose of this paper is to provide an update on delivery of the NWJCC Annual Plan 2026/27 as at the end of Quarter 1, providing assurance on progress against planned delivery, key risks and dependencies and the forward delivery position.

The Annual Plan sets out the NWJCC's strategic commissioning intentions within a three-year planning context and includes a number of Strategic Priorities, comprising Strategic Service Reviews, Deep Dives and enabling projects, alongside a wider portfolio of Annual Plan activity. The Strategic Priorities have defined scopes, deliverables and intended outcomes and are subject to enhanced delivery oversight and more frequent reporting. This report considers delivery across the entirety of the Annual Plan, with greater focus on the Strategic Priorities reflecting their enhanced oversight arrangements. As the report is being considered during Quarter 2, the formal Quarter 1 position is supplemented, where appropriate, by the latest available delivery information to identify any material changes in status or delivery confidence since quarter-end.

2 Assessment

2.1 Overall Annual Plan Position

Delivery of the 2026/27 Annual Plan is progressing across a broad portfolio of commissioning reviews, deep dives, service development, population health and organisational development.

The portfolio is at different stages of maturity and delivery. This is consistent with the profile established within the Annual Plan, which includes activity rolling forward from the Foundation Plan alongside projects scheduled to commence at different points during 2026/27 and activity extending into future years. Consequently, an activity which has not yet commenced should not necessarily be interpreted as delayed where commencement is planned for a later quarter.

For assurance purposes, the portfolio has been considered in two groups:

- **Strategic Priorities**, which receive enhanced oversight and two-weekly Highlight Reporting; and
- **Wider Annual Plan activity**, which is monitored through the quarterly reporting cycle.

This provides proportionate oversight of the entirety of the Annual Plan while retaining greater visibility of those areas identified for enhanced organisational focus.

Figure 1 – Annual Plan End of Quarter 1 Delivery Status

Strategic Priorities – Quarter 1					
Q1 RAG	Red	Amber	Green	Complete	Not Started
No. of Priorities	0	4	4	0	1

Wider Annual Plan – Quarter 1					
Q1 RAG	Red	Amber	Green	Complete	Not Started
No. of Priorities	1	9	10	1	3

The Strategic Priority position at Quarter 1 reflected a mix of Green and Amber delivery, with the IPFR Deep Dive scheduled to commence in Quarter 2. The Amber ratings reflected specific delivery considerations within individual priorities rather than a common portfolio-wide issue and are considered further in Section 2.2.

The wider Annual Plan similarly reflects activity at different stages of delivery, with Not Started activities predominantly reflecting planned commencement in later quarters rather than slippage. The portfolio has also evolved since approval of the Annual Plan, including the addition of Remote Clinical Assessment, Rural Response and Adult Gender Incongruence and separate reporting of PET CT and MRT and the SARC, Hospices and Voluntary Sector programmes.

2.2 Strategic Priorities – Delivery Progress and Latest Position

The Strategic Priorities are subject to enhanced oversight through regular Highlight Reporting, providing visibility of delivery status, delivery confidence, key achievements, risks, issues and dependencies. This provides a more detailed assessment of delivery than is required for the wider Annual Plan activities.

Since the end of Quarter 1, delivery has continued and the July Highlight Reports provide early intelligence on the emerging Quarter 2 position. While a number of priorities have maintained or improved their Delivery Status, new delivery pressures have also emerged.

Figure 2 therefore shows the formal Quarter 1 Delivery Status alongside the latest July position, the resulting movement between the two reporting points and the July Delivery Confidence. This enables the Quarter 1 position to remain the formal reporting baseline while providing the latest available assurance on how delivery has progressed since quarter-end.

Figure 2 – Strategic Priority Delivery Status and Movement Since Quarter 1

Strategic Priority	Q1 Delivery Status	July Delivery Status	Movement Since Q1	July Delivery Confidence
Ambulance / 111 Strategic Review	Amber	Green	Improved	Medium
Cardiac Strategic Review	Green	Red	Deteriorated	Medium
Neonatal Strategic Review	Amber	Green	Improved	Medium
Renal Deep Dive	Green	Green	No Change	High
Mental Health Strategic Review	Green	Amber	Deteriorated	Medium
IPFR Deep Dive	Not Started	Amber	Commenced	Medium
Thrombectomy Deep Dive	Amber	Amber	No Change	Medium
Pathways & Referral Management	Green	Green	No Change	Medium
Value, Sustainability & Efficiency	Amber	Amber	No Change	Medium

Movement since Quarter 1 reflects the change between the formal Quarter 1 Delivery Status and the latest July Delivery Status. It is presented separately from the forward-looking trajectory recorded within individual Highlight Reports.

As this report is being considered during Quarter 2, the July Highlight Reports provide additional assurance on material changes in delivery since the end of Quarter 1. This provides early intelligence on the emerging Quarter 2 position and does not retrospectively change the Quarter 1 assessment.

Overall, the Strategic Priorities demonstrate progress across mobilisation, evidence gathering and analysis, with a number now moving towards development of findings and recommendations. The key position for each priority is summarised below.

Ambulance / 111 Strategic Review – Delivery Status was Amber at Quarter 1, reflecting slight slippage. Progress during the quarter included development of the draft engagement plan, and preparatory work to support the review, including review of extant commissioning frameworks, review of historical baselines, benchmarking and review of governance structures. Recovery activity has subsequently strengthened the position, with Delivery Status improving to Green in July.

Cardiac Strategic Review – Delivery Status was Green at Quarter 1, with governance established, a provider self-assessment against the Cardiac Surgery Service Specification developed and issued, and comparative provider cost and activity analysis progressing. The quality and scale of the data received was not robust enough to provide assurance to undertake clinically defensible decision making, that aligns to the clinical case for change putting the patient at the centre. This initiated a market test for sourcing a provider for demand and capacity analysis. Since quarter-end, Delivery Status has changed to Red due to described challenges in securing the demand and capacity modelling required to underpin the review. A formal procurement route is being progressed through NWSSP Procurement to secure the required modelling support, with other elements of the review continuing in parallel to minimise the impact on overall delivery. A revised project plan will be brought to the next board with an accompanying change control notice to realign key milestones.

Neonatal Strategic Review – Delivery Status was Amber at Quarter 1, with findings from the Maternity and Neonatal Assessment presented to QSOC and work progressing on the baseline review of current neonatal commissioning arrangements. The Amber position reflected outstanding information and the scale of evidence gathering and analysis still required. Progress has continued since quarter-end, with Delivery Status improving to Green in July as the review moves further into evidence and analysis.

Renal Deep Dive – Delivery Status was Green at Quarter 1 and remains Green in July, with High Delivery Confidence. Analysis has progressed across commercial contracts, commissioning commitments, activity and patient flows, generating emerging findings and opportunities to strengthen commissioning arrangements. These include greater consistency in contract monitoring information and improved transparency and standardisation of commissioning arrangements.

Mental Health Strategic Review – Delivery Status was Green at Quarter 1, with development of baseline financial and placement positions progressing alongside work to establish the evidence base for medium and low secure provision and assessment of population need and demand. Since quarter-end, Delivery Status has changed to Amber as the review enters a critical analytical and recommendation-development phase, with Health Board information and analytical capacity remaining important delivery dependencies.

IPFR Deep Dive – The IPFR Deep Dive was not scheduled to commence during Quarter 1 and had no Q1 deliverables. It has subsequently commenced as planned during Quarter 2 and currently has an Amber Delivery Status. Development of a Power BI analytical dashboard is progressing alongside data validation and cleansing to establish the evidence base required for the Deep Dive.

Thrombectomy Deep Dive – Delivery Status was Amber at Quarter 1 and remains Amber in July. Q1 activity included review of previous decisions and delivery phasing, utilisation of commissioned services and constraints to achieving expected thrombectomy rates, alongside engagement with NHS Performance and Improvement. Evidence gathering and analysis continue, with data analysis and engagement with external partners remaining key dependencies.

Pathways & Referral Management – Delivery Status was Green at Quarter 1 and remains Green in July. Work progressed during Q1 across pathway analysis and referral management opportunities. Further progress since quarter-end includes completion of the Product Compendium and progression of the Spinal Surgery review to Stage 4, with nine recommendations under consideration, providing tangible outputs from the programme as it moves further into delivery.

Value, Efficiency & Sustainability– Delivery Status was Amber at Quarter 1 and remains Amber in July. Q1 activity established programme governance and progressed development of the savings and efficiency pipeline following the Value and Sustainability workshop. Since quarter-end, governance and oversight have continued to strengthen, alongside greater clarity around programme scope and savings opportunities; however, further work is required to strengthen tracking, capacity and confidence in delivery of the overall pipeline.

Overall, the Strategic Priority position provides evidence of substantive delivery during Quarter 1, with progress across mobilisation, evidence gathering, analysis and the development of emerging findings. The additional July intelligence provides further assurance of positive movement in several areas, while identifying specific delivery pressures requiring continued oversight. As activity progresses through Quarter 2, the focus is increasingly moving towards completing the evidence base, developing recommendations and translating these into commissioning decisions and intended outcomes.

2.3 Wider Annual Plan – Delivery Progress

The wider Annual Plan portfolio is monitored through the quarterly reporting cycle, with the overall Quarter 1 Delivery Status set out in ***Figure 1***. The individual activity updates have been reviewed to provide assurance on progress against planned delivery and to identify material achievements, exceptions and dependencies requiring continued oversight.

Figure 3 – Wider Annual Plan Quarter 1 Delivery Status and Confidence

Annual Plan Activity	Q1 Delivery Status	Delivery Confidence
Opportunities for Collaborative Commissioning	Not Started	N/A
Commissioning Education & Training	Green	Medium
Organisational Development	Amber	Medium
Immunology Re-prescribing	Green	Not Recorded
All-Wales MRT Programme	Amber	Medium
All-Wales PET Programme	Amber	High
Population Health	Red	Medium
NEPTS Vision	Green	High
ACCTS Future Service Development	Amber	Low
111 Wales Demand & Capacity & Digital Front End	Green	Medium
National Programmes – Voluntary Sector	Amber	Low
EMRTS Commissioning Framework	Amber	Medium
Major Trauma Strategy Refresh	Green	Medium
Remote Clinical Assessment	Green	Medium
National Programmes – SARC	Amber	Medium
National Programmes – Hospices	Complete	N/A
Adult Gender Incongruence	Amber	Medium
Welsh Blood Service	Green	High
Prevention Programme	Green	Medium
Care Closer to Home Programme	Amber	Medium
Develop NWJCC Strategy	Green	High
Review of Commissioning Scope	Not Started – Q3	N/A
Organisational Effectiveness Review	Green	Medium
NWJCC Accommodation Review	Green	Green

The Quarter 1 updates demonstrate progress across a broad range of wider Annual Plan activity, with delivery confidence remaining Medium or High across most active areas. Positive progress includes completion of the NWJCC phase of the Hospices programme, development of the Welsh Blood Service commissioning options appraisal, progression of the Kidney Prevention Programme, and continued delivery of the NHS 111 Wales demand and capacity work. The NWJCC Accommodation Review also commenced ahead of its planned Quarter 2 start, with governance established and mobilisation activity progressing across the project workstreams during Quarter 1. The NWJCC Strategy also remains Green with High Delivery Confidence, with the Chief Commissioner now representing the JCC on the National Clinical Plan Programme Board and further strategic commissioning discussions planned during Quarter 2.

The most significant Quarter 1 exception is Population Health, where Delivery Status is Red with Medium Delivery Confidence. Progress has been constrained by delayed recruitment of the Associate Medical Director for Public Health. Whilst this post is crucial to developing a population health focus to commissioning, work has continued in parallel to mitigate the impact of the delay, including development of the future focus and workplan for the role, consideration of how Population Health Management can be incorporated into strategic planning and the IMTP, and progression of discussions relating to the Cancer Innovation Adoption Programme. Recruitment remains a key dependency to achieving the intended pace of delivery.

Within the Amber portfolio, the nature and significance of delivery pressures vary. All-Wales PET, for example, retains High Delivery Confidence despite its Amber Delivery Status, indicating confidence that identified delivery pressures can be managed. Greater attention is required in areas where Amber status is accompanied by Low Delivery Confidence. ACCTS Future Service Development remains Amber with Low Delivery Confidence, reflecting slippage arising from complex governance and hosting arrangements. Legal advice is being progressed to support resolution of these arrangements, with affected activity being re-profiled to Q4 while the governance position is resolved. This also impacts on the EMRTS Commissioning Framework and therefore also a re-profile to Q4 delivery. The position remains under review given the external dependencies and potential impact on subsequent delivery. The Voluntary Sector programme also remains Amber with Low Delivery Confidence, reflecting capacity constraints, variable stakeholder engagement and the need to confirm the ongoing national commissioning mandate. Work is focused on clarifying the future scope and requirements of the programme and assessing delivery against available capacity and competing priorities, which will inform any required re-prioritisation or re-profiling of activity.

Activities recorded as Not Started predominantly reflecting planned commencement later in the Annual Plan delivery cycle rather than delivery slippage. Areas of lower Delivery Confidence and material exceptions will continue to be monitored through the quarterly reporting arrangements and escalated where necessary.

2.4 Overall Assurance and Forward Look

Overall, the Quarter 1 position provides reasonable assurance that delivery of the Annual Plan is progressing across both the Strategic Priorities and wider portfolio. While material delivery pressures are evident within individual areas, these are concentrated rather than indicative of a systemic portfolio-wide delivery issue.

Across the portfolio, several recurring delivery themes are evident, principally relating to capacity and resource, availability and timeliness of data and analytical support, external partner dependencies, and the resolution of commissioning, governance and contractual arrangements. Their recurrence across several activities represents a cross-cutting delivery risk. During Quarter 2, increased focus will therefore be placed on areas of lower Delivery Confidence and Amber/Red Delivery Status, with the underlying causes and recovery actions considered through the established reporting and governance arrangements. This will support earlier identification of common constraints, organisational intervention where required, and escalation where dependencies or resource requirements cannot be resolved within individual project arrangements.

An analysis of data risks has been shared with the Collaborative Commissioning Leadership Group, with the most significant current risk relating to the Cardiac Strategic Review. This is reflected in the current Red Delivery Status and Medium Delivery Confidence. A formal procurement route is being progressed through NWSSP

Procurement to secure the required demand and capacity modelling support, with other elements of the review continuing in parallel to minimise the impact on overall delivery.

The focus during Quarter 2 will increasingly move from mobilisation and evidence gathering towards completion of analysis, development of recommendations and translation of findings into commissioning decisions and intended outcomes. Strategic Priorities will continue to receive enhanced oversight through Highlight Reporting, while wider Annual Plan activity will continue to be monitored through the quarterly reporting cycle, with material exceptions escalated through established governance arrangements.

3 Recommendations

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

- **NOTE** the Quarter 1 delivery position across the NWJCC Annual Plan 2026/27;
- **RECEIVE ASSURANCE** on progress made across the Strategic Priorities and wider Annual Plan activity;
- **NOTE** the material delivery exceptions and dependencies identified within the report and the actions being taken to manage, mitigate and escalate these where required;
- **NOTE** the latest Quarter 2 intelligence provided in relation to the Strategic Priorities.