

Agenda Item

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Planning, Performance and Finance Sub-Committee
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NWJCC Foundation Plan – Quarter 4 Progress

Dyddiad y Cyfarfod / Date of Meeting	28/04/2026
Statws Cyhoeddi / Publication Status	Open/ Public Not Applicable
Awdur yr Adroddiad / Report Author	Dave Williams, Project Manager, PMO Emma King, Assistant Director of Planning and Programmes, NWJCC
Cyflwynydd yr Adroddiad / Report Presenter	Georgina Galletly, Director of Corporate Planning and Strategy, NWJCC
Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor	Georgina Galletly, Director of Corporate Planning and Strategy, NWJCC

Pwrpas yr Adroddiad / Report Purpose	For Noting Choose an item.
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Committee / Group / Individuals	Date	Outcome
Formal Ambulance Services and 111 Team Meeting	17/03/2026	Noted
Specialised Services Team Meeting	11/03/2026	Noted
MHLDVG Directorate Team Meeting	09/03/2026	Noted
Collaborative Commissioning Leadership Group	21/04/2026	Noted
Senior Leadership Group	22/04/2026	Noted

Strategic and Regulatory Assessment
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See Appendix 2.4.1

Acronyms / Glossary of Terms

See Appendix 2.4.2

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 2025 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, 2, 3 and 4 deliverables of the Foundation Plan.

2. ASSESSMENT

2.1. Overview of key area(s) of pressure within commissioned services

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, 2, 3 and 4 deliverables.

2.2. Strategic Alignment

- In compiling this report the Planning Directorate have been able to identify those projects or programmes that are expected to rollover from the Foundation Plan into the Annual Plan and corporate priorities for 2026/27.
- Reporting will continue to go through PPF for all programmes for scrutiny of the entire Annual Plan delivery.
- NWJCC to receive a summary Annual Plan update report in accordance with the Joint Committee Assurance Framework.

2.3. Specific Matters for Sub – Committee Consideration

Please note that any references to IMTP from previous progress report and tracker updates should be assumed as referring to the NWJCC Annual Plan.

2.3.1. Summary of the progress made in Quarter 1, 2, 3 and 4 against the agreed strategic priorities in the NWJCC Foundation Plan 2025-26.

A summary of the progress made in Quarter 1, 2, 3 and 4 against the published strategic priorities is outlined below. A detailed update against Quarter 1, 2, 3 and 4 milestones for the strategic priorities is attached in **Appendix 2.4.3**.

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	Included in Annual Plan 2026/27
SP1 - Strategy Development	Q4	GREEN	GREEN	AMBER	RED	Yes
SP2 - Centre of Excellence for Collaborative Commissioning	Q4	GREEN	GREEN	GREEN	RED	Yes
SP3 - Increased Public Health perspective	Q4	AMBER	GREEN	RED	RED	Yes
SP4.1 - Cardiac Strategic Service Review	IMTP (now confirmed as an Annual Plan 2026/27)	AMBER	GREEN	RED	RED	Yes
SP4.2 - Neonatal Strategic Service Review	IMTP (now confirmed as an Annual Plan 2026/27)	AMBER	AMBER	AMBER	RED	Yes
SP4.3 - Ambulance Model Strategic Service Review (Please note – Now includes SP7.3 – Ambulance Benchmarking and Contracting)	IMTP (now confirmed as an Annual Plan 2026/27)	RED	GREEN	RED	AMBER	Yes
SP4.4 - Mental Health Strategic Service Review	IMTP (now confirmed as an Annual Plan 2026/27)	RED	GREEN	AMBER	AMBER	Yes
SP5 - Pathways and Referral Management	Q3	AMBER	GREEN	GREEN	BLUE	Yes
SP6 - Manchester Arena Inquiry Response	Q4	GREEN	GREEN	AMBER	AMBER	No
SP7 - Benchmarking and Contracting	Q3	RED	GREEN	GREEN	BLUE	No
SP7.1 – ALAS	Q3	AMBER	AMBER	RED	BLUE	No
SP7.2 - Cystic Fibrosis	Q2	AMBER	BLUE	BLUE	BLUE	No
SP7.4 – Immunology	Q2	AMBER	GREEN	BLUE	BLUE	No
SP8.1 - Continuing Healthcare and Third Sector - Specialised Palliative Care	Q4	WHITE	AMBER	AMBER	BLUE	Yes
SP8.2 - Continuing Healthcare and Third Sector - Voluntary Sector Framework	Q4	WHITE	AMBER	RED	GREEN	Yes
SP8.3 - Continuing Healthcare and Third Sector – CHC/Direct Payments	Q4	WHITE	WHITE	AMBER	BLUE	Yes
Legacy Priorities*	IMTP (now confirmed as an Annual Plan 2026/27)	RED	RED	WHITE	WHITE	No

*Decision made to pause legacy priorities

The projects that are currently marked as either red (significant slippage) or amber (slight slippage) in progress above, for the majority of these projects they have been identified as expected to rollover from the Foundation Plan to the Annual Plan with a mobilisation status of either 'Early Mobilisation', 'Mobilisation in Progress' or 'Established-Delivery Underway'.

The projects that have slippage in progress above and are not expected to rollover to the Annual Plan are detailed below. A decision will be required on the delivery of these projects for 2026/27:

- SP1 SS14 - Commissioning implications of the Women's Health Plan are understood by the JCC. Currently seeking clarity on milestone responsibility for this.
- SP6 - Manchester Arena Inquiry Response - Report and assessment completed and commissioner assessment will be considered at CCLG and PPF sub-committee in Q1 2026/27. Formal response to WAST will be made following the above governance process and the project then marked as complete.
- Legacy Priorities (LPSS9) - A Functional Neurosurgery Service for Welsh residents with movement disorders is secured - Milestone delayed start - Designated process will start in Q1 2026-27, current temporary pathway has been extended to accommodate to this new timeline so patient impact is fully managed. Provider will be designated by Q3 2026/27.
- Legacy Priorities (LPSS14) - Equitable access to Specialised Paediatric Ophthalmology for the population of Wales - Service specification has gone out for consultation, closing on 24/03/2026. Comments will be considered and further updates made where required. Regarding the development of a future model, as this is not expected to be cost neutral then it is likely to be considered further in 2027-28 IMTP, pending approval from Joint Committee.

Exception Reports are produced and included in **Appendix 2.4.4** for projects where a milestone has significantly slipped in Quarter 4 and has a RAG rating of Red (i.e. Significant Slippage). For this reporting period, the following Exception Reports are included:

- **Appendix 2.4.4.1** - SP1 - Develop a 5/10 Year Strategy for the NWJCC.
 - Milestone - Strategy to Joint Committee Meeting.
 - Milestone - Framework in Strategy.
- **Appendix 2.4.4.2** - SP1 SS3 - Welsh residents have equitable access to effective treatments (ATMPs) including cellular therapies and gene therapies to maximise survival and quality of life.
 - Milestone - Work with stakeholders to commission pathways and designate providers.
- **Appendix 2.4.4.3** - SP2 - JCC will become the centre of commissioning excellence on behalf of NHS Wales.

- Milestone - Early engagement with stakeholders and staff will take place in order to develop the vision and approach.
- **Appendix 2.4.4.4** - SP3 - Population Health Based Commissioning will underpin the work undertaken by the JCC through an increased population health perspective.
 - Milestone - Appoint an Associate Medical Director for Public Health, increasing leadership and influence in decision making within the organisation.
 - Milestone - With Public Health Wales develop a support and development framework that will further strengthen and embed a population health approach.
- **Appendix 2.4.4.5** - SP4.1 - Cardiac Service Review. Cardiac services are reviewed for optimum commissioning/value/productivity/sustainability. Recommendations arising from review used to inform commissioning intentions for IMTP.
 - Milestone - Inaugural Project Team Board Meeting, Demand and Capacity Modelling, Self-Assessment against the Service Specification.
 - Milestone - Demand and Capacity Report, Stakeholder Communications and Engagement Plan.
 - Milestone - Options Appraisal for Interim and Future Models, Business cases for interim and future options.
- **Appendix 2.4.4.6** - SP4.1 SS5 - Equity of access for Welsh patients requiring cardiac devices and provision of care closer to home.
 - Milestone - Review current provision across Health Boards.
 - Milestone - Detailed analysis of current provision and allocated resource, highlighting inequity and variation.
 - Milestone - Assess impact of differential arrangements and work to establish a consistent commissioning model, underpinned by agreed baselines.
 - Milestone - Report to Specialist Services Commissioning Group.
- **Appendix 2.4.4.7** - SP4.2 SS12 - Neonates. Neonatal Model to be reviewed for optimum commissioning / value / productivity / sustainability.
 - Milestone - Identify & appoint project team.
 - Milestone - Develop implementation plan.
- **Appendix 2.4.4.8** - SP4.2 AMB9 - A sustainable service that supports the safe transport of babies when necessary. (Linked to Neonatal programme).
 - Milestone - Interim arrangements to ensure service continuity whilst strategic review is undertaken.
- **Appendix 2.4.4.9** - Legacy Priorities: LPSS14 - Equitable access to Specialised Paediatric Ophthalmology for the population of Wales.
 - Milestone - Development of future model.
 - Milestone - Proposal for implementation to SS Commissioning Group.

2.3.2. Lessons Learned

Through completion of the Foundation Plan process and presenting the quarterly progress updates the following lessons learned have been identified:

- Overall feedback from NWJCC Directorates is that the offer of Project Management Office (PMO) support to assist leads in collating the quarterly updates and to address any progress concerns / blockages continues to be 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 as part of the Annual Plan reporting cycle.
- Exception Reports will continue to be generated for projects where progress 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 outputs 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 Annual Plan reporting cycle with the JCC meeting schedules, in order to allow sufficient time for updates to be approved, received, and included within the required governance reporting structure and templates.

These lessons have already been and will continue to be incorporated as part of the Annual Plan implementation and reporting cycle.

2.3.3. Next Steps

2.3.3.1. Annual Plan 2026/27

- Identify those projects or programmes that are expected to rollover from the Foundation Plan to the Annual Plan.
- Reporting will continue to go through PPF for all programmes for scrutiny of the entire Annual Plan delivery.
- NWJCC to receive a summary Annual Plan update report.

2.3.3.2. Mobilisation into Delivery

2.3.3.2.1. Confirm Leadership & Engagement (Now - Early April 2026)

- Confirm remaining HB Executive Director nominations.
- Finalise delivery leadership and PMO support.
- Prepare mobilisation workshops.
- Agree consistent understanding of Deep Dives moving into scoping workshops.

2.3.3.2.2. Mobilisation Workshops / Scoping (w/c 13th April – May 2026)

- Workshops with commissioning teams and project leadership.
- Confirm outputs, outcomes and key products.

- Identify Annual Plan Milestones for reporting.

2.3.3.2.3. Complete Mobilisation (April – May 2026)

- Governance arrangements confirmed.
- Delivery arrangements fully in place.
- Projects move to Mobilisation in Progress or Established.

2.3.3.2.4. Ready to Deliver (End of May 2026)

- Consistent milestone-based tracking in place.
- Annual Plan Reporting Process Established.
- PMO assurance embedded across the portfolio.
- Delivery progress reported through existing governance.

The PMO will provide portfolio-level support and assurance to enable Annual Plan priorities to move from mobilisation into delivery, with consistent planning, governance, risk management and reporting in place.

3. RECOMMENDATIONS

This report provides a progress position against the Quarter 1, 2, 3 and 4 deliverables within the NWJCC Foundation Plan.

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

- **Note** the report as a closing report against delivery of the NWJCC Foundation Plan.
- **Note** the lessons learned through completion of the Foundation Plan process and quarterly progress updates.
- **Note** the next steps regarding mobilisation of the Annual Plan into delivery

Strategic and Regulatory 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) /	No - Not Applicable
	If more than one applies please list below:

Environmental /Sustainability Impact (5Rs)	
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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.	

Acronyms

Acronyms / Glossary of Terms	
CHC	NHS Continuing Healthcare
IMTP	Integrated Medium Term Plan – Please note that any references to IMTP from previous progress report and tracker updates should be understood as referring to the NWJCC Annual Plan.
JC	Joint Commissioning Committee
MHLDVG	Mental Health, Learning Disability and Vulnerable Groups
NWJCC	NHS Wales Joint Commissioning Committee
PMO	Programme Management Office