



Scoping

AMBULANCE / 111 REVIEW

CEO Sponsor

Nicola Prygodzicz

SRO

Ross Whitehead

Delivery Lead

Deborah Kingsbury

Summary

Expected Start Date

Q1

Expected End Date

Q3

Aim

What is the overall intention or purpose of this activity?
Write a short statement describing what you want to achieve.

To develop a Commissioning for Value Framework for ambulance services in Wales. This includes the development of a service specification and performance management framework for Emergency Medical Services, NHS 111 Wales and Non-Emergency Patient Transport Service that gives the NWJCC the transparency and commissioning accountability it needs for effective commissioning.

Background / Context

Summarise why this work is needed, what prompted it, and any relevant context (e.g., policy drivers, service gaps).

The JCC commissions Emergency Medical Services, NHS 111 Wales, and Non-Emergency Patient Transport from WAST under block contract arrangements. WAST is a single statutory provider — there is no current market alternative. The commissioning relationship is therefore the primary instrument through which the JCC exercises influence over the quality, value, and sustainability of ambulance services in Wales.

The JCC has raised concerns about the nature of that commissioning relationship — specifically whether commissioners have sufficient levers over the provider, whether the relationship has become provider-led, and whether there is sufficient transparency about how JCC funding is converting into outcomes for patients.

The 2026/27 Ambulance Services Strategic Review provides the opportunity to address these concerns directly. This work programme proposes that the strategic review redesigns the commissioning framework around four domains — Outcomes, Value, Accountability, and Sustainability — and provides the JCC with the visibility, evidence, and commissioning instruments it requires.

The work is aligned to value-based healthcare principles and to the overarching commissioning intent of maximising productivity, reducing variation, and improving outcomes within available resource.



Scoping

Scope

In Scope

- Service specification and performance management framework for EMS, NHS 111 Wales, and NEPTS
- Redesign of the commissioning relationship between the JCC and WAST
- Establishing baseline performance data across the four commissioning domains
- Recommendations on how funding decisions connect to performance evidence going forward
- Establishing the framework as a template that can inform JCC commissioning practice with other providers in due course

Out of Scope

- WAST's internal operational management and clinical model decisions
- In-year renegotiation of existing block contract financial values within this work programme — though future contract value recommendations are within scope
- Direct application of the framework to other providers within this work programme — that would be a separate exercise informed by this work
- Renegotiation of services commissioned outside the JCC's remit

Risks & Constraints

- Provider engagement risk — the framework requires active WAST participation. Lack of engagement or pace would compromise delivery. **Mitigation:** clear sponsor-level engagement and JCC-level mandate.
- Data availability and quality — the framework depends on data WAST may not currently capture or report in the required format. **Mitigation:** baseline gap analysis in Phase 1 with agreed data development plan.
- Capacity within the JCC team to develop and implement the framework alongside business-as-usual commissioning. **Mitigation:** dedicated delivery lead and clear prioritisation.
- Political sensitivity of changing the commissioning approach mid-cycle. **Mitigation:** JCC-led mandate, transparent engagement with WAST and Welsh Government, and clear framing as commissioner standard-setting rather than provider challenge.
- Timescale risk — two phases must align with JCC committee cycle for endorsement at the right points. **Mitigation:** early agreement of milestones with JCC chair and committee secretariat.



Scoping

Dependencies

- Engagement and cooperation from WAST throughout the work programme, including access to performance, workforce, and financial data
- Alignment with the existing JCC commissioning and reporting cycle
- Input from health board partners on pathway-related questions, particularly hospital handover and unscheduled care interface metrics
- Welsh Government awareness of the approach and policy alignment
- Internal JCC analytical and commissioning capacity to support framework development and baseline data establishment

Deliverables

List the main tangible outputs or products that will be produced by this activity (e.g., recommendations report, service specification, review findings, training materials).

Phase 1 – by end of Q1 2026/27

- Overview Report including productivity and baseline performance pack across the four commissioning domains
- Initial gap analysis between current commissioning information and what the framework requires
- Engagement plan with WAST and health board partners

Phase 2 – by end of Q2 2026/27

- Outcomes-based commissioning approach proposal – Commissioning for Value Framework
- Draft service specification for EMS, NHS 111 Wales, and NEPTS
- Draft performance management framework with metrics, data sources, frequency, and trajectories
- Draft escalation framework

Phase 3 – by end of Q3 2026/27

- Final Commissioning for Value Framework for JCC endorsement
- Briefing for Welsh Government on JCC's approach

Implementation plan for April 2027 onwards

Lifecycle Phases & Target Dates

Use this table to show the main phases of your activity, from concept to review. Enter the expected target date for each phase to give a clear overview of when major parts of the work should be completed.

Milestone	Concept	Define and Scope	Design and Plan	Deliver	Close	Review & Learn
Q1-Q3				Plan April 2027 onwards		



Scoping

Intended Outcomes & Success Measures

Describe what will be achieved and how success will be measured (e.g., recommendations accepted, service improved, targets met, actions implemented).

Outcomes:

- A revised approach to the commissioning of ambulance services in Wales, built around outcomes, value, accountability, and sustainability, with commissioning levers proportionate to the Wales commissioner-provider landscape
- A clear understanding of the productivity delivered by WAST for the funding allocated, with sight of areas of opportunity for improvement
- A defined commissioning and contractual relationship between the JCC and WAST in which commissioners hold the agenda, the information, and the accountability framework
- A framework that gives the JCC a defensible evidence base for future funding and commissioning decisions

Success Measures:

- Commissioning for Value Framework formally endorsed by the JCC by end of Q3 2026/27
- Service specification and performance management framework agreed with WAST and operating from April 2027
- Baseline performance data established and reported across all four domains for EMS, NHS 111 Wales, and NEPTS
- Demonstrable improvement in JCC committee confidence in the commissioning relationship (assessed through committee feedback)
- Framework recognised by Welsh Government as JCC's approach to outcomes-based commissioning of ambulance services

Governance Roles

List the key roles and individuals responsible for providing strategic oversight, leadership, governance and delivery coordination for this activity. Collectively, these roles will form the core governance and project board structure supporting oversight, decision-making and progression of the work.

Role	Identified Person	Part of Board
CEO ABUHB	Nicola Prygodzicz	✓
SRO	Ross Whitehead	✓
Delivery Lead	Deborah Kingsbury	✓
Lay Member	Ian Green	✓



Scoping

Stakeholders

List any individuals or groups already identified as important to involve, consult, or inform for this activity. This helps ensure early engagement and awareness.

Name	Organisation	Role
Nicola Prygodzicz	ABUHB	CEO
Ross Whitehead	NWJCC	SRO
Deborah Kingsbury	NWJCC	Delivery Lead
More stakeholders to be added post ongoing discussions with the CEO/Lay member		