Outstanding plans, reviews and reports (Jan 2026)

1. **New NHS Workforce Plan:** Originally promised for 2025, the publication of the comprehensive workforce strategy has been delayed until Spring 2026 to allow for further stakeholder engagement and consultation.
2. **NHS Pay Review Body (NHSPRB) 2026/27 Report:** The government issued a remit letter in July 2025 requesting an earlier submission of the 2026 to 2027 pay recommendations. The final report is expected "*in due course*" during early 2026.
3. **New Cancer Plan:** A major strategic update on cancer care is scheduled for publication in early 2026, aimed at improving patient pathways and diagnosis times.
4. **Updated Quality Strategy:** Informed by the Dash Review, this document is expected to be published in the first half of 2026 to revamp national quality standards.
5. **Modern Service Frameworks:** New frameworks for cardiovascular disease (CVD), mental health, and sepsis are slated for release early this year.
6. **Financial Allocations and Funding Formula Review:** Work is currently underway to redesign the broader NHS funding formula. The conclusions and detailed technical guidance are expected to be released as part of the 2026/27 planning cycle.
7. **Interim Health Visiting Service Data:** Provisional statistics for the universal health visiting service (covering October 2025 to March 2026) are scheduled for publication in June or July 2026.
8. **NHS Pay Review Body remit letter:** 2026 to 2027 - GOV.UK22 Jul 2025, NHS-pay-review-body-written-evidence-2026-to-2027. In July, the government remitted the NHSPRB to provide recommendations for the 2026 to 2027 pay award for the Agenda for Change contracts.
9. **Medium term planning framework** - delivering change together 2026/ ...24 Oct 2025. Findings from the dismantling block contracts work will inform future planning requirements, including the pace of change.
10. **National Maternity and Neonatal Investigation** (Baroness Amos): Following a progress update in December 2025 that described conditions as "*much worse*" than anticipated, initial findings are expected in February 2026. The final report and national recommendations are due in Spring 2026.
11. **Nottingham University Hospitals Independent Maternity Review:** This long-running review led by Donna Ockenden is expected to publish its final report by 30 June 2026.
12. **New Maternal Morbidity Outcome Indicator:** Regular regional reporting on this new safety indicator is scheduled to begin by June 2026.
13. **CQC 2026 National Maternity Survey:** Sampling begins in February 2026, with findings expected later in the year to track patient experience across all trusts.