

**Agenda Item 4.3.5**

**NHS Wales Joint Commissioning Committee  
Planning, Performance and Finance Sub-Committee  
Annual Report  
2025/2026**

## 1.0 INTRODUCTION

In accordance with best practice, the NHS Wales Joint Commissioning Committee's (NWJCC) Planning, Performance and Finance Sub-Committee (hereby referred to as the 'Sub-Committee') produces an Annual Report to be presented to the Joint Commissioning Committee (JC) setting out how it has met its Terms of Reference, and the NWJCC's wider Standing Orders (Standing Order 7.24) during the financial year.

The Sub-Committee was established on 21 January 2025 with the first meeting taking place on 11 February 2025.

For the purpose of this inaugural Sub-Committee Annual Report, an overview of meetings undertaken during 2024-25 are also reported to provide a full overview of activity undertaken by the Sub-Committee since its establishment.

## 2.0 TERMS OF REFERENCE

The Sub-Committee Terms of Reference (ToR) were endorsed by the JC on 21 January 2025, approved by Health Boards at their January 2025 Board meetings, and adopted by the Sub-Committee at its first meeting on 11 February 2025. A copy of the Sub-Committee ToR can be found [here](#).

In accordance with paragraph 16.1 of the ToR, the ToR are subject to annual review. Updated ToR were shared at the February 2026 Sub-Committee meeting and recommended to the JC for endorsement and subsequent approval by Health Boards.

## 3.0 ROLE AND MEMBERSHIP

The purpose of the Sub-Committee is to be assured that the NWJCC is effectively managing the strategic planning, performance and financial duties outlined in the JC's Standing Orders (SOs) and Standing Financial Instructions (SFIs) relating to planning, securing and commissioning the services delegated to the NWJCC.

The Sub-Committee is comprised of 3 Lay members who sit as the Sub-Committee Chair, Sub-Committee Vice Chair and a Sub-Committee Member. Additionally, the Sub-Committee is attended by one of the two nominated Health Board Chief Executives who alternate attendance (or nominated deputy who must be an Executive Director) who also sits as a Member to strengthen collaboration and partnership working.

The NWJCC website (<https://jcc.nhs.wales/the-committee/planning-performance-and-finance-sub-committee/>) provides an up to date record of the Lay Members/Executive Leads required at each Sub-Committee.

The Sub-Committee is also attended by the following office holders, who attend meetings, but are not formal Sub-Committee Members:

- NWJCC Director of Corporate Planning and Strategy.
- NWJCC Director of Finance and Value.
- NWJCC Committee Secretary.

#### 4.0 MEETINGS & ATTENDANCE

The Sub-Committee met seven times during the period 11 February 2025 to 31 March 2026.

Attendance	11.02.25	08.04.25	10.06.25	12.08.25	23.10.25	18.12.25	26.02.25 Indicative	Percentage
Paul Worthington PPF Chair	✓	✓	✓	✓	✓	✓	✓	100%
Nia Roberts- PPF Member	✓	✓	✓	✓	✓	✓	✓	100%
Ian Green- PPF Member	✓	x	✓	✓	✓	✓	x	72%
A Harris/ H Thomas- CEO Member	✓	✓	✓	✓	✓	✓	✓	100%

Paragraph 7.4 of the Sub-Committee's ToR sets out that Members are required to attend a minimum of 75% of all meetings. Sub-Committee Members achieved a combined attendance rate of 92%.

Paragraph 5.1 of the Sub-Committee ToR sets out that 'at least two members, comprising of two Lay (Independent) Members' must be in attendance for meetings to be quorate.

In accordance with paragraph 5.2 of the Sub-Committee ToR, the Director of Finance and Value and the Director of Corporate Strategy and Planning (or interim postholder) have been in attendance at all Sub-Committee meetings to ensure effective governance.

#### 5.0 WORK UNDERTAKEN

The purpose of the Sub-Committee is to be assured that the NWJCC is effectively managing the strategic planning, performance and financial duties outlined in the JC's Standing Orders (SOs) and Standing Financial Instructions (SFIs) relating to planning, securing and commissioning the services delegated to the NWJCC.

During the financial year 2025-26, the Sub-Committee considered the following:

## **Organisational Risk Register**

Bi-Monthly Risk Register updates linked to planning, performance and finance risks were received at the Sub-Committee.

These updates detail the risks scoring 15 and above and reported within the Organisational Risk Register for scrutiny and onward assurance to the JC that the risks are being appropriately managed and mitigated.

At each Sub-Committee meeting assurance is proved that risk management is embedded across the NWJCC in so far as this relates to those risks that are referred to the Sub-Committee for scrutiny and onward assurance to the JC.

## **Foundation Plan 2025-26 Updates**

Quarterly updates were provided for assurance against the key deliverables of the Foundation Plan.

## **Integrated Medium-Term Plan (IMTP) 2026-2029 Development**

Members discussed the development of the latest iteration of the IMTP: The report included:

- Detailed discussion around the approach to the plan.
- Timeline for the development of the plan (with discussion for onward travel to the JC).

IMTP discussions at the Sub-Committee has informed decision-making at the JC and had identified the need for extra-ordinary meetings to be put in place.

## **Combined Operational Performance Report**

Following a Sub-Committee meeting in April 2025 a decision was made to condense multiple meeting items into one Performance Report, as a standing agenda item, for all future meetings. The report includes:

- A monthly Operational Performance Report.
- A Workforce Report.
- An All-Wales Performance Framework update.

Following a Sub-Committee meeting in August, a decision was made to undertake a 'rapid review' of performance reporting with the intention of amending the current process to ensure effective future reporting.

## **Financial Performance Report**

The report is received at each Sub-Committee meeting to provide narrative to the monthly position of the NWJCC for the 2025-26 financial year. The report also details any risks to the reported financial position.

## **Sub-Committee Forward Plan of Business**

The Sub-Committee Forward Plan of Business is reviewed at the end of each meeting to ensure both that attendees are aware of what is expected at any upcoming meetings and that all pertinent items are captured.

### **Other matters of business discussed during the year included:**

- Managing Activity.
- Risk Share.
- Emergency Ambulance Performance Framework: Phase One.
- Strategy Development.
- Legacy IMTP Q4 Year-End Delivery.

### **6.0 COMMITTEE ANNUAL SELF-ASSESSMENT**

The Committee is in the process of completing its Annual Self-Assessment for 2025-26. Any learning and themes identified following the assessment will be presented to the JC for review and consideration.

### **7.0 REPORTING RESPONSIBILITIES**

The Sub-Committee reported to the JC at each of its meetings by presenting a 'Highlight Report' of the key items of discussion at Sub-Committee. The Highlight Report is presented by the Chair of the Sub-Committee and is also shared with Health Boards.

### **8.0 OPINION**

The Sub-Committee is of the opinion that the Planning, Performance and Finance Sub-Committee Annual Report 2025-26 has been consistent with its role as set out within the ToR and there are no matters that the Sub-Committee is aware of at this time that have not been disclosed appropriately.

## PLANNING, PERFORMANCE & FINANCE SUB-COMMITTEE FORWARD PLAN OF BUSINESS TO MARCH 2027

The Planning, Performance and Finance Sub-Committee meets bi-monthly. The following table represents a proposal to incorporate the duties as outlined in the Sub-Committee's Terms of Reference into a forward plan of business to March 2027.

AGENDA ITEM/ISSUE	LEAD	28 Apr 2026	30 Jun 2026	25 Aug 2026	27 Oct 2026	15 Dec 2026	23 Feb 2027
<b>1. PRELIMINARY MATTERS</b>							
1.1 Welcome and Introductions 1.2 Apologies for Absence 1.3 Declarations of Interests 1.4 Minutes from Previous Meeting and Matters Arising 1.5 Action Log	Chair	✓	✓	✓	✓	✓	✓
<b>2. DELIVERING THE NWJCC PLAN</b>							
2.1 Risk Register Risks assigned to PPF Sub-Cttee 2.2 Financial Performance Report 2.3 Operational Performance Report	Committee Secretary Director of Finance and Value	✓	✓	✓	✓	✓	✓
Integrated Medium-Term Plan (IMTP) Development	Director of Corporate Strategy and Planning		✓	✓	✓	✓	✓
IMTP Quarterly Delivery Updates	Director of Corporate Strategy and Planning	✓		✓	✓		✓
Strategy Development	Director of Corporate Strategy and Planning	✓	✓	✓	✓	✓	✓
Consultation & Engagement Protocol (Service Change between JCC and HBs)	Director of Corporate Strategy and Planning	✓					
Update on Continuing Healthcare	Director of Commissioning for MHLDVG	✓					
Joint Committee Assurance Framework (JAF)	Committee Secretary	✓					
JAF Update Report	Committee Secretary	✓				✓	

AGENDA ITEM/ ISSUE	LEAD	28 Apr 2026	30 Jun 2026	25 Aug 2026	27 Oct 2026	15 Dec 2026	23 Feb 2027
Performance Framework	Director of Finance and Value		✓				
Medium Secure and CAMHS – Improvement Trajectory for Repatriation Plan		✓					
WAST Clinical Model Transformation - Methodological Approach and Reporting Timeline for Swansea Uni and Edge Hill Uni	Director of Ambulance Services and 111	✓					
Referral Management and Pathway Optimisation	Director of Finance and Value	✓					
<b>3. GOVERNANCE</b>							
<b>3.1</b> Annual Review of Terms of Reference <b>3.2</b> Annual Review of Sub-Committee Effectiveness <b>3.3</b> Planning, Performance and Finance (PPF) Annual Report 2026-2027 <b>3.4</b> Forward Plan of Business 2027-2028	Committee Secretary						✓
<b>3.5</b> Annual Governance Statement	Committee Secretary	✓					
<b>4. CONCLUDING BUSINESS</b>							
<b>4.1</b> Any Other Business <b>4.2</b> Forward Plan of Business <b>4.3</b> Items to be deferred to the Joint Commissioning Committee / other Sub-Committees and review of any actions to future meetings <b>4.4</b> Date of next meeting	Chair Committee Secretary Chair  Chair	✓	✓	✓	✓	✓	✓