



**Confirmed Minutes of the JCC  
Planning Performance and Finance (PPF) Sub-Committee  
12 August 2025 at 13:30 hrs  
In Person and by Microsoft Teams**

**Members:**

Paul Worthington (PW) PPF Chair and Lay Member, NHS Wales Joint Commissioning Committee (NWJCC)  
 Nia Roberts (NR) Lay Member, NWJCC  
 Ian Green (IG) Vice Chair and Lay Member, NWJCC (Microsoft Teams)  
 Abigail Harris (AH) Chief Executive Officer, Swansea Bay University Health Board

**In Attendance:**

George Galletly (GG) Interim Director of Corporate Planning and Strategy, NWJCC  
 Huw George (HG) Interim Chief Commissioner, NWJCC  
 Stacey Taylor (ST) Director of Finance and Value/Deputy Chief Commissioner, NWJCC  
 Ross Whitehead (RW) Director of Commissioning for Ambulance Services and 111, NWJCC  
 Gwen Kohler (GK) Deputy Director of Finance and Value, NWJCC  
 Matthew Edwards (ME) Interim Assistant Committee Secretary, NWJCC

**Apologies:**

Hayley Thomas (HT) Chief Executive Officer, Powys Teaching Health Board  
 Helen Tyler (HTy) Head of Governance and Risk, NWJCC

**Minutes:**

Gareth Mitchell (GM) Corporate Governance Manager, NWJCC

The meeting opened at 13:30 hrs.

<b>Item Ref</b>	<b>Agenda Item</b>
PPF25/045	<b>1.1 Welcome and Introductions</b> The meeting was held via Microsoft Teams and in person at Charnwood Large Meeting Room. It was <b>noted</b> that a quorum had been achieved. No objections were raised to the meeting being recorded for administrative purposes. Introductions were made.
PPF25/046	<b>1.2 Apologies for Absence</b> Apologies were <b>noted</b> as above.
PPF25/047	<b>1.3 Declarations of Interest</b> There were no additional declarations of interest apart from those already registered.



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PPF25/048	<p><b>1.4 Minutes from the meeting held on 10 June 2025</b></p> <p>The minutes of the Planning Performance and Finance Sub-Committee meeting held on 10 June 2025 were <b>approved</b> as a true and accurate record of the meeting.</p>
PPF25/049	<p><b>1.5 Action Log</b></p> <p>Members <b>noted</b> the progress on the actions outlined on the action log and <b>agreed</b> the completion of the actions marked as 'closed'.</p> <p>Members noted:</p> <ul style="list-style-type: none"><li>• 25/003 – the importance of ensuring the appropriate sequencing of meetings, this would be actioned further when the new Committee Secretary was in post</li><li>• 25/007 – significant work was required on the report.</li></ul>
PPF25/050	<p><b>2.1 NWJCC Risk Register – Risks Assigned to the PPF Sub-Committee</b></p> <p>The NWJCC Risk Register was received. Members noted:</p> <ul style="list-style-type: none"><li>• The risk register dated 30 June 2025 (risks scoring 15 and over)</li><li>• The next version of the risk register would reflect NWJCC risks at 31 July 2025, this would be received at the Joint Commissioning Committee (JC) meeting in September</li><li>• The risk register was transitional, and further work was scheduled to develop the risk management approach and the risk appetite. This work would be developed as a priority once the new Committee Secretary was in post, at the end of September</li><li>• There were 18 risks with 7 of these assigned to the PPF Sub-Committee (the remaining 11 were assigned to the Quality Safety and Outcomes [QSO] Sub-Committee)</li><li>• Of the 7 risks, 5 were commissioning risks from across the commissioning portfolio and 2 corporate risks.</li></ul> <p>Members discussed:</p> <ul style="list-style-type: none"><li>• Risk 82 – it was confirmed that the Swansea Bay University Health Board neuro-rehabilitation risk was assigned to the QSO Sub-Committee</li><li>• Risk 28 – in relation to the business continuity risk, it was noted that good progress had been made in terms of the recruitment required as part of the organisational change process, however due to the recruitment process and the long notice periods the risk had not been de-escalated at this point. This would be reviewed</li><li>• The amount of work being undertaken in relation to risk but that this was not resulting in risks being de-escalated. Members noted the work that would be undertaken on risk in coming months as reported, including work on actions and controls</li><li>• Risk 85 - relating to CAR-T Capacity and the need to consider if this should be assigned to the QSO Sub-Committee.</li></ul>



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	<p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the report; and</li><li>• <b>Consider</b> and <b>scrutinise</b> the risks assigned; and</li><li>• Provide onwards <b>assurance</b> to the JC on the effective management of the risks.</li></ul>
PPF25/051	<p><b>2.2 Combined NWJCC Operational Performance Report</b></p> <p>The Combined NWJCC Operational Performance Report was received. Members noted:</p> <ul style="list-style-type: none"><li>• Discussions that had taken place at the JC meeting in July 2025 to develop this report. Further consideration had been given to this work and a timescale for the development of the report. Members noted that a more developed report would be available toward the end of the financial year</li><li>• The work required to ensure that reports were received at Sub-Committees for monitoring and scrutiny, allowing assurance to be provided to the JC</li><li>• That some of the links on pages 78 and 79 were not working.</li></ul> <p>Members discussed the need to ensure that development work was not rushed and that both performance and reporting were managed effectively. Members also discussed the intention to present a draft of an updated and integrated report ready towards the end of the 2025-26 financial year with the aim of implementation at the beginning of the 2026-27 financial year.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Discuss</b> the performance information for services commissioned by the NWJCC contained within the appendix; and</li><li>• <b>Note</b> the on-going work to align indicators and metrics into an integrated performance report for the NWJCC.</li></ul>
PPF25/052	<p><b>2.3 Emergency Ambulance Performance Framework Phase 1 Update.</b></p> <p>The report and update provided by Ross Whitehead was received. Members noted:</p> <ul style="list-style-type: none"><li>• That performance in relation to the new categories within the performance framework (purple and red) was due to be published on 21 August 2025. Management indications had suggested that the purple category was in line with the modelled performance; it was reported that the red category varied slightly but that this was being worked through</li><li>• The Cabinet Secretary announcement made on 17 July 2025 that further changes would be made to the performance framework for the ambulance service with the introduction of 3 new categories: 'orange: time sensitive', 'yellow: assess and response', and 'green:</li></ul>



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	<p>planned response'. Work was ongoing on the detailed definition and operational delivery processes required to deliver this second phase. Work on detailed definitions would be complete by 18 August 2025, with an ambition to go live with these changes by the end of December 2025</p> <ul style="list-style-type: none"><li>• That both Phase 1 and Phase 2 of these changes aimed to shift the focus of performance from time-based response to clinical outcomes for patients, this would require the NWJCC to consider its approach to performance management and commissioning oversight of emergency ambulance services.</li></ul> <p>Members discussed:</p> <ul style="list-style-type: none"><li>• The work being undertaken to ensure that the public were informed of the changes and the shift in focus from time-based response to clinical outcomes</li><li>• That NWJCC, the Welsh Ambulance Services University NHS Trust (WAST) and Welsh Government (WG) were working together to develop and agree the definitions in a transparent manner with the aim of articulating the changes to the model to the public</li><li>• The three-year external evaluation of the changes that would be commissioned by WAST and currently at the procurement stage</li><li>• That numerous hospital sites across Wales had made meaningful and sustainable changes to their ambulance handover position, resulting in an improvement in performance.</li></ul> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the content of the paper.</li></ul>
PPF25/053	<p><b>2.4 NWJCC Financial Performance Report – Month 3 2025-26</b></p> <p>The report was received. Members noted:</p> <ul style="list-style-type: none"><li>• The report had been received at the JC meeting in July 2025</li><li>• That the Month 4 financial position was available in draft and was in line with the Month 3 financial position</li><li>• The financial plan would be discussed at the Formal Senior Leadership Team meeting on 13 August 2025 and at the JC Strategy Workshop on 19 August 2025.</li></ul> <p>Members discussed the need for clarity regarding the reduction in funding for cross-border activity and that it would be beneficial to understand the WG view on this. It was confirmed that conversations had already been held and that this would be discussed at the JC Strategy Workshop in August 2025. The impact on Betsi Cadwaladr University Health Board was noted.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the month-end financial position.</li></ul>



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PPF25/054	<p data-bbox="328 237 858 271"><b>2.5 Risk Share Presentation</b></p> <p data-bbox="328 277 1070 311">The presentation was given. Members noted:</p> <ul data-bbox="328 318 1487 1473" style="list-style-type: none"><li data-bbox="328 318 1487 427">• The commitment to review the risk share as part of NWJCC Foundation Plan (2025-26), noting that the current arrangement was historic and extremely complex (with over 200 formulae)</li><li data-bbox="328 434 1487 544">• The purpose of the risk share was to determine the level of income to be contributed by each Health Board (HB) and to determine any year-end variance to be attributed</li><li data-bbox="328 551 1487 622">• The significant financial impact of any changes to the apportionments/methods of allocation</li><li data-bbox="328 629 1487 779">• The current formulae did not recognise elements of more specific population demographics and that this provided opportunity to develop resource allocation in more depth to allow for greater understanding of need versus actual activity</li><li data-bbox="328 786 1487 893">• The commitment to review the risk share (above) and that discussions had primarily taken place through the Finance Working Group</li><li data-bbox="328 900 1487 1010">• The presentation had been presented so that members could understand the complexity of the current process, the impact of one change for all HBs and the aim to simplify it</li><li data-bbox="328 1016 1487 1088">• The offer made by Gwen Kohler to meet with members individually to discuss the current approach</li><li data-bbox="328 1095 1487 1473">• The proposed next steps, including:<ul data-bbox="384 1128 1487 1473" style="list-style-type: none"><li data-bbox="384 1128 1487 1238">○ Work being undertaken to update the data requirements on which the shares were based, this would require information from provider HBs</li><li data-bbox="384 1245 1487 1473">○ Discussing the outcomes of the review through various forums to agree the principles surrounding the changes, proposals for updated risk share splits, actions required to implement formula changes and how the application of risk shares could reflect improvements in value and efficiency (whilst still providing a level of financial protection).</li></ul></li></ul> <p data-bbox="328 1518 655 1552">Members discussed:</p> <ul data-bbox="328 1559 1487 2049" style="list-style-type: none"><li data-bbox="328 1559 1487 1668">• That the complex nature of the current process was not fit for purpose and that significant work was required to ensure a sophisticated yet simplified model</li><li data-bbox="328 1675 1487 1747">• That the objective of the NWJCC was to devise a set of core principles that would inform the development of a new model</li><li data-bbox="328 1753 1487 1863">• The opportunity to prove the NWJCC as an exemplar organisation in terms of commissioning by undertaking this work and that this should be a key component of the commissioning strategy</li><li data-bbox="328 1870 1487 1942">• The need to ensure the involvement of HB colleagues particularly Directors of Finance</li><li data-bbox="328 1948 1487 2049">• The next steps including:<ul data-bbox="384 1982 1487 2049" style="list-style-type: none"><li data-bbox="384 1982 1487 2049">○ A discussion around the core principles at the Finance Working Group meeting in August 2025</li></ul></li></ul>



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	<ul style="list-style-type: none"><li>○ The need to consider the use of a future JC Strategy Workshop to discuss with Chief Executives and to inform the core principles</li><li>○ The need to keep Directors of Finance and WG sighted on the work</li><li>○ The need for Health Board Chief Executives to give final approval as a part of their delegated responsibilities.</li></ul> <p><b>Action:</b> ST/GK to progress at the Finance Working Group in August and to update at a future PPF Sub-Committee meeting.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>● <b>Note</b> the presentation provided</li><li>● <b>Note</b> the agreed actions and way forward.</li></ul>
PPF25/055	<p><b>2.6 Development of the NWJCC Integrated Medium Term Plan (IMTP) 2026-2029</b></p> <p>The report was received. Members noted:</p> <ul style="list-style-type: none"><li>● Confirmation from WG of a 'satisfactory' submission in relation to the NWJCC Foundation Plan 2025-26</li><li>● The requirement of the NWJCC to develop a 3-year IMTP</li><li>● The anticipated NHS Wales Planning Framework to be issued by WG in the coming weeks.</li><li>● The proposed approach to the NWJCC IMTP 2026-29 with the assumption of a baseline of re-commissioning existing services and informed by:<ul style="list-style-type: none"><li>○ Horizon scanning of new medicines and technologies to improve population health and value</li><li>○ Commissioning intelligence from benchmarking, trends and demand</li><li>○ Assessment of risk within existing commissioned services</li><li>○ Identification of efficiencies</li><li>○ Invitations from providers on potential new areas in the remit of the NWJCC where strict commissioning criteria would be applied to assess against</li><li>○ The timeline for the development of the plan to ensure that a final draft plan would be presented to JC in January 2026 prior to submission by 31 March 2026.</li></ul></li></ul> <p>Members discussed:</p> <ul style="list-style-type: none"><li>● The timing of the WG elections in spring 2026 and their potential impact</li><li>● Consideration of the future IMTP will be completed during purdah and then potentially approved by a new WG. Due to possible change in the political landscape around the IMTP, a clear public communications strategy will be needed for if, and when, difficult decisions need to be made</li></ul>



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	<ul style="list-style-type: none"><li>• The requirement for the NWJCC IMTP to be developed in sufficient time to inform final HB IMTPs</li><li>• That this report would be received at the Chief Commissioner’s Collaborative Commissioning Leadership Group meeting in August</li><li>• That HBs had received feedback on their respective IMTPs that the NWJCC Foundation Plan had not been reflected thoroughly within their plans and that there would be a requirement for NWJCC to work with HBs in the autumn to ensure that this took place.</li></ul> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note, discuss</b> and as appropriate, <b>agree</b> the timeline and approach for the development of the NWJCC IMTP 2026-29.</li></ul>
PPF25/056	<p><b>3.1 NWJCC Strategy Development</b></p> <p>The verbal update was received. Members noted:</p> <ul style="list-style-type: none"><li>• That the development of the NWJCC Strategy was continuing</li><li>• That meetings had taken place with Chief Executives and Directors of Planning and that these discussions would inform the development of the NWJCC Strategy and IMTP 2026-29</li><li>• That further recruitment within the NWJCC would ensure that this work was progressed with more pace.</li></ul> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the update provided.</li></ul>
PPF25/057	<p><b>4.1 Forward Plan of Business</b></p> <p>ME presented the Forward Plan of Business for information.</p>
PPF25/058	<p><b>5.1 Any Other Business</b></p> <p>There was no other business to discuss.</p>
PPF25/059	<p><b>5.2 Items to be deferred/escalated to the Joint Commissioning Committee / other Sub-Committees and review of any actions to future meetings</b></p> <p>There were no items to be deferred or escalated on this occasion.</p>
PPF25/060	<p><b>5.3 Date of Next Meeting</b></p> <p>The meeting closed at 15:30. The next meeting was scheduled for 7 October 2025 subject to a review of the sequencing of the meetings with the JC meetings (subsequently rearranged to 23 October 2025).</p>