



**Minutes of the NWJCC
Planning, Performance and Finance Sub-Committee (PPF)
18 December 2025 at 14:00 hrs
In Person and by Microsoft Teams**

Members:

Paul Worthington (PW) PPF Chair and Lay Member
 Ian Green (IG) Lay Member and Independent Chair of the JC
 Nia Roberts (NR) Lay Member
 Hayley Thomas (HT) Chief Executive Officer (CEO), Powys Teaching Health Board

In Attendance:

Adrian Clarke (AC) Director of Commissioning for Mental Health, Learning Disabilities and Vulnerable Groups
 Alex Crawford (ACr) Deputy Director of Corporate Planning and Programme Management Office
 Aaron Fowler (AF) Committee Secretary
 George Galletly (GG) Director of Corporate, Planning and Strategy
 Huw George (HG) Interim Chief Commissioner
 Matt Edwards (ME) Acting Assistant Committee Secretary
 Stacey Taylor (ST) Director of Finance and Value/Deputy Chief Commissioner
 Ross Whitehead (RW) Director of Commissioning Ambulance Services and 111
 Melanie Wilkey (MW) Director of Commissioning for Specialised Services

Apologies:

Abigail Harris (AH) CEO, Swansea Bay University Health Board

Minutes:

Maxine Evans (MEv) Assurance and Risk Officer, NWJCC

The meeting opened at 14:00 hrs.

Item Ref	Agenda Item
PPF25/075	Welcome and Introductions The meeting was held via Microsoft Teams. Introductions were made and it was noted that a quorum had been achieved. No objections were raised to the meeting being recorded for administrative purposes.
PPF25/076	Apologies for Absence Apologies were noted as above.
PPF25/077	Declarations of Interest No declarations of interest were received.
PPF25/078	Minutes from the meeting held on 23 October 2025 The minutes of the Planning Performance and Finance (PPF) Sub-Committee meeting held on 23 October 2025 were approved as a true and accurate record of the meeting.
PPF25/079	Action Log The Action Log was received. Members noted:



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	<ul style="list-style-type: none">• PPF25/012 – Confirmation of the statutory/mandatory training requirements for Lay Members remained outstanding. AF advised that positive feedback was anticipated in the new year from Cwm Taf Morgannwg University Health Board confirming that Lay Members would not be expected to undertake certain modules within the mandatory training programme. This would be confirmed at a future meeting. <p>Members agreed the completion of the remaining actions marked as 'closed'.</p>
PPF25/080	<p>NWJCC Organisational Risk Register (ORR) – Risks Assigned to the PPF Sub-Committee</p> <p>Members received the PPF Sub-Committee's assigned risks from the NWJCC Organisational Risk Register (ORR) as of 30 November 2025. After PPF scrutiny and review, the Joint Commissioning Committee (JC) would receive the November 2025 risk register at its January 2026 meeting. AF highlighted:</p> <ul style="list-style-type: none">• 5 commissioning risks and 2 corporate/medical risks, with a score of 15 and above, assigned to the PPF Sub-Committee.• Between September and November 2025 one new risk had been added – Risk 94 Increased Medicines Costs.• 3 risks had been de-escalated – Risk 3 South Wales Plastic Surgery Services, Risk 28 Business Continuity and Risk 90 JCC Organisational Development through Effective Strategic Workforce Planning. <p>AF noted that work on improving the ORR was ongoing. Risks were being redefined with commissioner-focused actions and mitigations and AF shared that two risks had been rewritten with commissioning teams (Risks 3 and 88). New risks would be reviewed by the Senior Leadership Team (SLT) before they would be added to the ORR moving forward to ensure that they were appropriately described and scored. It was noted that a workshop with the SLT had taken place the previous day which had supported ongoing improvements.</p> <p>The Chair passed to members and the following was discussed:</p> <ul style="list-style-type: none">• New Risk 94 – High-Cost Medicines. It was noted that it would be difficult to mitigate this risk in the short term, but that it would be kept under review. Potentially this risk was a more significant risk for the NWJCC and its Individual Patient Funding Request function, than it was for Health Boards (HBs) due to the nature of services commissioned by the organisation. ST advised that HBs were identifying a number of high-cost drugs for transfer to the JC which would also have an impact in this area. Finance discussions would be held with HBs to manage this position.• HT asked if there was anything on the horizon that would impact on the end of year position. AF responded that he would highlight any emerging lower-level risks (below a score of 15) within the cover report, that might not be added to the ORR so that members are sighted on them. <p>Members resolved to:</p> <ul style="list-style-type: none">• Note the report,• Review and scrutinise the risks assigned on behalf of the NWJCC; and• Endorse the ORR for onwards assurance to the JC on the effective management of the risks



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PPF25/081	<p>Combined NWJCC Operational Performance Report</p> <p>The Combined NWJCC Operational Performance Report was received. ST highlighted:</p> <ul style="list-style-type: none">• That work to improve the report and the data shared within the document remained ongoing, noting that additional opportunities for improvement continued to be identified as work proceeded.• From a general performance overview, activity levels for the top specialities were decreasing compared to last year with work ongoing to understand the reasons for this.• An increase in statutory and mandatory training undertaken.• Further focused work was scheduled to test the reporting process for Personal Appraisal and Development Review (PADRs) data to ensure that this provided the Sub-Committee with appropriate assurance. It was noted that due to the relatively high number of NWJCC colleagues employed on secondment posts, PADR compliance data needed to be cleansed. <p>Members discussed:</p> <ul style="list-style-type: none">• A session scheduled in January 2026 with the NWJCC Senior Leadership Team to consider the necessary levers required to hold providers to account through their contracts, recognising the need to be far more robust around performance metrics and measures.• Difficulties encountered in the collection of data across NHS Wales for some services. <p>ST presented the progress made by the NWJCC in its rapid review of performance management reporting, highlighting the significant complexity of the work required and the need to report on performance against the plan.</p> <p>Members discussed:</p> <ul style="list-style-type: none">• Ongoing work to develop expertise in this area to support required improvements to performance reporting.• That whilst plans were in place to share an updated Performance Report at year end, development work would continue throughout the year to ensure that the report remained reflective of the performance metrics for which the Sub-Committee and JC required assurance.• That as Performance and Risk Management reporting developed work would be undertaken to ensure that both aligned.• The need to understand how HBs and NHS England report and where appropriate, to adopt best practice. <p>Members resolved to:</p> <ul style="list-style-type: none">• Note the Performance update shared and ongoing activity to develop the NWJCC Performance Report.
PPF25/082	<p>NWJCC Financial Performance Report – Month 8 2025-2026</p> <p>The NWJCC Financial Performance Month 8 Report was received, and the following was highlighted:</p> <ul style="list-style-type: none">• The end of year forecast position remained at a deficit of £7.7m.• In terms of risks, the NWJCC was still managing its financial risk with emerging cost pressures, including an increasing number of lung



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	<p>transplants and increased costs of activity around respiratory disease over the previous two months.</p> <ul style="list-style-type: none">• That reviews of financial activity and the impact of managing commissioned activity would continue in the new year and would be reported to the JC in January 2026. <p>IG provided feedback to the Sub-Committee following his recent meeting with the Cabinet Secretary for Health and Social Care including Welsh Government's clear expectation that the NWJCC would go further to reduce the financial deficit during the current year. This would include exploring in-year opportunities that may improve the end of year position, including any expenditure that could be delayed or pro-active conversations to be had with providers around actions they might take to improve the NWJCC's spend.</p> <p>Members discussed:</p> <ul style="list-style-type: none">• The need for active management of expenditure over the following 3 months.• The importance of continuing to work together to improve the position before end of year positions would be declared.• That the NWJCC was nearing the point of writing formally to HBs to declare its position. ST had written to Welsh Government setting out the NWJCC position, noting that the impact fell disproportionately to Powys Teaching Health Board and Betsi Cadwaladr University Health Board. <p>Members resolved to:</p> <ul style="list-style-type: none">• Note the month-end financial position.
PPF25/083	<p>Managing Activity Discussion</p> <p>Members received a paper providing further financial detail, the detail of identified risks and a plan of action for the three areas of opportunity to support an improvement in this year's financial position. MW highlighted the following:</p> <ul style="list-style-type: none">• A briefing note had been circulated to Members following the Extraordinary JC meeting of 16 December 2025, advising that a detailed plan had been approved and that the team was already working to implement the agreed actions.• More quality impact assessments would need to be undertaken as the work proceeded, acknowledging the direct impact of the actions on patients.• To achieve the potential £415k cost avoidance, support and progress would be required from all the NHS England providers. <p>Members discussed:</p> <ul style="list-style-type: none">• The scale and importance of the task ahead.• The capacity and impact of progressing the workplan on the commissioning team, with the same team members also working to deliver next year's IMTP.• The potential impact of difficult decisions being taken in relation to complaints and concerns.• That colleagues from Powys Teaching Health Board had reached out to share their learning and support from undertaking similar actions, which had been welcomed.



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	<p>Members resolved to:</p> <ul style="list-style-type: none">• Note the information described in Appendix 1 of the report.• Discuss the delivery of proposed plans which would continue to be reported to the JC.• Discuss the development of a detailed action plan to manage financial risk in 2026-27.
PPF25/084	<p>Any Other Business</p> <p>An update on the development of the NWJCC Integrated Medium-Term Plan (IMTP) was presented. GG provided an update following the JC session of the 16 December 2025 including:</p> <ul style="list-style-type: none">• A recap on the financial context and the assumptions made in the development of the plan.• The need to revisit and to undertake an evidence-based review of the previously agreed and unavoidable 'Must Do's'.• That an emphasis would be placed on making data-driven decisions.• An update on the development of the plan would be provided at a session with the Directors of Planning on 9 January 2026.• An Extraordinary Collaborative Commissioning Leadership Group (CCLG) meeting on 22 January 2026 had been scheduled to undertake a more detailed review of proposals.• A further update on the developing plan would be shared at the JC meeting on 27 January 2026. <p>IG noted the work to be undertaken over the following 6 weeks and the alignment of the IMTP with HB plans. Members noted that it was understood that there was a risk that some HBs could be working to 1-year plans, and that this would need to be considered in the context of the continuing development of the NWJCC's IMTP. Additionally, it was acknowledged that Welsh Government financial allocation letters were awaited which would inform the further development of the IMTP and future financial planning.</p> <p>IG noted the current and future challenges that the NWJCC was dealing with and the impact this may have on its staff. It was agreed that strong leadership would be required, ensuring a balanced approach in dealing with the challenges and difficult decisions ahead whilst remaining optimistic.</p>
PPF25/085	<p>Forward Plan of Business</p> <p>The Forward Plan of Business was included for information.</p>
PPF25/086	<p>Items to be deferred/escalated to the Joint Commissioning Committee / other Sub-Committees and review of any actions to future meetings</p> <p>There were no items to be deferred or escalated on this occasion.</p>
PPF25/087	<p>Date of Next Meeting</p> <p>The meeting closed at 15:38. The next meeting was scheduled for 23 February 2026.</p>