

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

Members:

Paul Worthington (PW) PPF Chair and Lay Member, NHS Wales JCC
Nia Roberts (NR) Lay Member, NHS Wales JCC
Abigail Harris (AH) Chief Executive Officer, Swansea Bay UHB

In Attendance:

Huw George (HG) Chief Commissioner, NHS Wales JCC
Claire Harding (CH) Interim Director of Corporate Planning & PMO, NHS Wales JCC
George Galletly (GG) Interim Director of Corporate, Planning and Strategy, NHS Wales JCC
Stacey Taylor (ST) Director of Finance & Value/Deputy Chief Commissioner, NHS Wales JCC
Gwen Kohler (GK) Deputy Director of Finance & Value, NHS Wales JCC
Jacqui Maunder (JM) Committee Secretary and Associate Director of Corporate Services, NHS Wales JCC
Ross Whitehead (RW) Director of Ambulance Services and 111

Apologies:

Hayley Thomas (HT) Chief Executive Officer, Powys Teaching Health Board
Ian Green (IG) Vice Chair and Lay Member, NHS Wales JCC

Minutes:

Maxine Evans (ME) Corporate Governance Officer, NHS Wales JCC

The meeting opened at 13:30 hrs.

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PPF25/016	1.1 Welcome and Introductions The meeting was held via Microsoft Teams and in person at Charnwood Large Meeting Room. It was noted that a quorum had been achieved. No objections were raised to the meeting being recorded for administrative purposes. Introductions were made.
PPF25/017	1.2 Apologies for Absence Apologies were noted as above.
PPF25/018	1.3 Declarations of Interest There were no additional declarations of interest apart from those already registered.
PPF25/018	1.4 Minutes from the meeting held on 11 February 2025

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	<p>Claire Harding (CH) raised a small number of points relating to PPF25/006 and PPF25/008 that she would pick up with Jacqui Maunder (JM) outside the meeting.</p> <p>The minutes of the Planning Performance and Finance Sub-Committee meeting held on 11 February 2025 were approved as a true and accurate record of the meeting.</p>
PPF25/019	<p>1.5 Action Log</p> <p>Members noted the progress on the actions outlined on the action log and agreed the completion of the actions marked as 'closed.'</p>
PPF25/020	<p>2.1 Joint Commissioning Committee Integrated Medium Term Plan (IMTP) 2025</p> <p>CH reminded members of the JCC inherited 3 extant plans from the predecessor organisations. A quarter 4 position against these plans is currently in progress and will be brought to the PPF sub-committee at its next meeting in June.</p> <p>An implementation plan for the Annual 2025/26 Foundation Plan, signed off by the JCC on 18 March 2025 is being developed, with senior responsible officers identified across the transformation programme as enablers for the plan. It was noted that discussions with Health Board (HB) colleagues who have offered to collaborate on elements of the implementation plan are underway.</p> <p>CH advised that the high-level milestones for the 2026/29 three-year IMTP will be reviewed by the JCC Senior Leadership Team (SLT) and brought to the PPF sub-committee for assurance.</p> <p>ACTION: Implementation Plan for 2025/26 and high-level milestones for 2026/29 to be brought to the PPF sub-committee meeting in June.</p> <p>Abigail Harris (AH) thanked CH for the update and noted that the suite of plans across the whole of Wales, submitted to Welsh Government (WG), were at varying positions. She suggested that when clarity is received, that this should be reflected at the next JCC meeting to understand what this might mean for the JCC plan and its implementation.</p> <p>AH raised a further point around the services that sit below the line agreed as part of the plan and how the associated risks are managed, suggesting that this should be wrapped into the ongoing work programme. Huw George (HG) responded that transparency over the residual risks of the plan will be a critical piece of work to be undertaken over the coming months following WG feedback.</p>

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	<p>The announcement yesterday from the Cabinet Secretary was highlighted, with specific expectations around planned care and the role of the JCC in commissioning parts of independent sector provision at a national level. Clarity around the JCC's responsibilities would be key to ensuring there is no duplication or gaps. HG advised that the JCC was still awaiting clarity from WG but that the governance and resources underpinning this would need to be understood.</p> <p>Nia Roberts (NR) mentioned that she was unaware of the Cabinet Secretary's announcement and what this meant in terms of service expectations ahead of the 2026 Senedd election. The Chair suggested that the transcript of the speech is circulated to the JCC lay members.</p> <p>ACTION: Transcript of Cabinet Secretary's announcement to be circulated to JCC members.</p>
PPF25/021	<p>3.1 Joint Commissioning Committee Risk Register – Risks Assigned to the Planning Performance and Finance Sub-Committee</p> <p>JM presented the first report on the assignment of risk from the overarching risk register to each subcommittee for monitoring and scrutiny. 14 risks were scored 15 and above, seven of which have been assigned to this subcommittee.</p> <p>JM advised that Ross Whitehead (RW) had been invited to the meeting today to support discussion specifically around Risk 77 - Commissioning of sufficient Emergency Ambulance Services capacity.</p> <p>NR raised a concern over the CTM risk domain assigned to Risk 77, namely adverse publicity or reputation, feeling that this should be more patient-centred, focusing on safety and quality. This was echoed by other members.</p> <p>ACTION: Risk domain for Risk 77 to be amended to <i>Safety & Well-being - Patients/ Staff/ Public and Quality/ Complaints/ Assurance/ Patient Outcomes</i></p> <p>There was discussion over the 14 risks in totality, and a focus specifically on Risk 78 - Utilisation of Emergency Ambulance Capacity, which is the highest red risk for the JCC with a score of 25. JM clarified that Risk 78 had been assigned to the Quality, Safety and Outcomes sub-committee for scrutiny and monitoring.</p> <p>AH also questioned the description of Risk 77, with a need to be clear about the JCC's risk as a commissioner versus the whole system risk noting that the JCC is commissioning sufficient capacity but that the capacity across the system is not being deployed effectively.</p>

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	<p>RW responded that the commissioned capacity was based on a 2019 demand and capacity assessment and that this risk will need a full review in light of the changing operating model from WG which introduces an additional purple category for cardiac arrest an updated red category. This will test the size, scale, and type of ambulance resources that the JCC commissions.</p> <p>In addition, in response to the recommendations from the Manchester Arena inquiry, the Welsh Ambulance Services Trust (WAST) has undertaken assessments which are proposing that growth in resources is required to enable them to deliver the recommendations. The team are scrutinising the assessments and will need to consider the demand and capacity work going forward to ensure the services commissioned meet the changing requirements.</p> <p>RW went on to highlight the Cabinet Secretary's recent comments on regional working and the potential implications for ambulance capacity, particularly for high-acuity conditions like stroke.</p> <p>The Chair raised his concerns over the measuring and monitoring of performance on management of stroke.</p> <p>RW responded that it was unclear which category stroke would fall under at present but that a piece of work was underway to ensure that health boards are able to access the ambulance element of the patients journey, noting that there is a high level of variation in terms of the interventions for stroke that take place.</p> <p>The Chair thanked RW for his attendance and insight on the ambulance risk.</p> <p>AH raised a query in relation to Risk 03 - Plastic Surgery Delays. She reminded members of the additional funding received from WG towards the end of 2024/25 to support the delivery of waiting time targets. Additional funding would need to continue in 2025/26 but the timeliness of confirmation will be critical to ensure better value in delivering the activity plans in place. Stacey Taylor (ST) reiterated the earlier discussion on assessment of risk in the JCC plan and that this should be reflected in the next iteration of the risk register.</p>
PPF25/022	<p>4.1 Joint Commissioning Committee Financial Performance Report – Month 11 2024-2025</p> <p>Members were informed of a £6.9 million deficit position at 2024-25 Year-end which was in line with the forecast. Gwen Kohler (GK) advised that the expected income for activity in NHS England was resolved with</p>

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	<p>WG confirming non-recurrent funding of £8.9 million to cover the costs related to this activity, thereby mitigating the financial risk.</p> <p>The position had also been helped by savings achieved through non-recurring developments that had not commenced in year as planned.</p> <p>ST thanked her team for managing the JCC into a more favorable position than those forecast at certain points throughout the year. She emphasised however that the overspend position will be challenging going into 2025/26 and that the plan does not include any contingencies to mitigate or manage over performance on the Long-Term Contracts (LTAs) within the financial position. Engagement with both NHS Wales and English providers will be key, with a specific focus on referral management for English providers.</p> <p>GT noted that IPFR represents a significant challenge in terms of overspend; some of these costs are ongoing and will need to be carefully forecast and managed.</p>
PPF25/023	<p>4.2 Joint Commissioning Committee Performance Report</p> <p>The performance report for December 2024 was received. It was noted that this report had been presented to the previous PPF sub-committee at its meeting in February. ST advised that the timing of the meeting compared to the publication of the report is slightly out of sync. The alignment of the meeting dates was being discussed with JM to ensure the sub-committee could give appropriate and timely assurance to the JCC.</p> <p>The report was taken as read with the following points highlighted:</p> <ul style="list-style-type: none"> • An update on services in escalation, including the de-escalation of plastics and the escalation of bariatrics at Salford to Level 3. • The challenges with medium secure mental health services, including the impact of the fire incident and the need for modernisation of existing facilities. <p>ST acknowledged the need for a new performance report which will bring together the finance, performance and quality elements of the work of the JCC, noting that development work on this had commenced.</p>
PPF25/024	<p>4.3 Planning Performance and Finance Highlight Report received at the March 2025 JCC Meeting</p> <p>The Planning Performance and Finance Highlight Report was received for information and assurance.</p> <p>JM explained that the report is shared with HB board secretaries for consideration and inclusion on their respective planning, performance</p>

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	and finance sub-committees. The same is done for the Quality, Safety and Outcomes sub-committee for the respective HB quality and patient safety committees. The reports are for information primarily, to demonstrate that the JCC is providing assurance and communicating effectively.
PPF25/025	<p>4.4 Forward Plan of Business</p> <p>JM presented the Forward Plan of Business for the next twelve months for information, noting that it would feature as a specific report to the JCC in May 2025 as part of the committee's overarching forward plan of business.</p> <p>GG mentioned the development of a long-term strategy for the JCC and suggested that this should be included within the forward plan.</p> <p>ACTION: Include the development of the JCC's long-term strategy in the forward plan of business.</p>
PPF25/026	<p>5.1 Any Other Business</p> <p>There was no other business to discuss.</p>
PPF25/027	<p>5.2 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>
PPF25/028	<p>5.3 Date of Next Meeting</p> <p>The meeting closed at 16:00pm.</p> <p>The next meeting is scheduled for 10 June 2025.</p>