



**Confirmed Minutes of the JCC  
Planning Performance and Finance Sub-Committee (PPF)  
10 June 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  
 Ian Green (IG) Vice Chair and Lay Member, NHS Wales JCC  
 Hayley Thomas (HT) Chief Executive Officer, Powys Teaching Health Board

**In Attendance:**

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  
 Helen Tyler (HTy) Head of Governance and Risk, NHS Wales JCC  
 Gwen Kohler (GK) Deputy Director of Finance & Value, NHS Wales JCC  
 Matthew Edwards (ME) Acting Committee Secretary, NHS Wales JCC

**Apologies:**

Abigail Harris (AH) Chief Executive Officer, Swansea Bay UHB  
 Huw George (HG) Chief Commissioner, NHS Wales JCC  
 Jacqui Maunder (JM) Committee Secretary and Associate Director of Corporate Services, NHS Wales JCC

**Minutes:**

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

The meeting opened at 13:30 hrs.

Item Ref	Agenda Item
PPF25/029	<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.
PPF25/030	<b>1.2 Apologies for Absence</b> Apologies were <b>noted</b> as above.
PPF25/031	<b>1.3 Declarations of Interest</b> There were no additional declarations of interest apart from those already registered.
PPF25/032	<b>1.4 Minutes from the meeting held on 08 April 2025</b>



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	<p>The minutes of the Planning Performance and Finance Sub-Committee meeting held on 08 April 2025 were <b>approved</b> as a true and accurate record of the meeting.</p>
PPF25/033	<p><b>1.5 Action Log</b> 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>PPF25/003 in relation to the sequencing of sub-committees to ensure they take place prior to the JCC so that appropriate scrutiny and assurance can be given.</p> <p><b>ACTION:</b> Review and reschedule meetings to ensure they flow.</p>
PPF25/034	<p><b>2.1 Joint Commissioning Committee Risk Register – Risks Assigned to the Planning, Performance and Finance (PPF) Sub-Committee</b></p> <p>Helen Tyler (HTy) presented the risk register as of 30 April 2025, encompassing 14 risks scoring 15 and above, of which 6 have been assigned to the PPF sub-committee for monitoring and scrutiny.</p> <p>It was advised that the next update presented to the Joint Committee on 15 July 2025 will be the risk register as of 31 May 2025. Any changes or comments noted through the scrutiny of the risks as of April 2025 by the PPF sub-committee will be included in the cover report to the Joint Committee.</p> <p>A new risk added in April 2025 relating to financial breakeven (Risk 84) was highlighted recognising the in-year risk of delivering the savings plan of £11.5m. The links with Risk 28 around business continuity and the reduced capacity within the JCC team to cover the breadth of work required to focus on delivering the foundation plan and driving the savings programme forward was discussed.</p> <p>Members were assured that a prioritised recruitment programme was in place to appoint to key posts.</p> <p>An in-depth discussion took place around what actions and decisions might need to be taken to alter the position if there remains no line of sight for delivery by the end of Qtr. 1 rather than allow the position to drift.</p> <p><b>ACTION:</b> Paper to be brought back to the next sub-committee meeting setting out manageable options to mitigate any non-delivery of the plan and to provide more visibility on the work that was being undertaken.</p>



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	<p>Nia Roberts (NR) raised the issue of Salford Royal NHS Trust (Risk 61) being in escalation for some time, awaiting a meeting to take place and queried if this should be accelerated and the risk score reviewed because of the length of time it was taking to meet. Also, if there were any patient quality concerns relating to this which might need to be considered by the QSO sub-committee.</p> <p><b>ACTION:</b> Commissioning Team to review the risk and its score, escalate the meeting with Salford, and assess any associated patient quality and safety concerns.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the report,</li><li>• <b>Discuss</b> and <b>scrutinise</b> the risks assigned to the sub-committee on behalf of the NWJCC; and</li><li>• Provide <b>assurance</b> to the Joint Committee on the effective management of the risks.</li></ul>
PPF25/035	<p><b>2.2 Combined NWJCC Operational Performance Report</b></p> <p>The Combined NWJCC Operational Performance Report for 2024/25 was received and taken as read. Stacey Taylor (ST) advised that the report had been through the JCC in May 2025 so members would already have received an update. The report was reviewed, highlighting key concerns such as workforce capacity issues, and waiting times for specific services.</p> <p>HT highlighted the importance of PADR being up to date for staff well-being and morale, and queried what actions were being taken to address this. She also requested updates on medium secure performance data and out-of-area placements for CAMHS.</p> <p><b>ACTION:</b> Provide feedback on what actions were being taken to address PADR and ESR rates.</p> <p><b>ACTION:</b> Detailed paper on the proportion of OOA placements for CAMHS to be brought to the next sub-committee meeting or included in the next Commissioner Report for the JCC.</p> <p>NR suggested some improvements that could be made to the service performance scorecard for better clarity and focus on the key elements.</p> <p><b>ACTION:</b> ST and Ricky Thomas to meet with NR around the presentation of the service performance scorecards and the use of the RAG rating.</p>



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	<p>George Galletly (GG) advised members that a robust assurance framework bringing finance, performance and quality together is in its early stage of development.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Discuss</b> the performance information for services commissioned by the JCC 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 JCC.</li></ul>
PPF25/036	<p><b>2.3 Legacy Integrated Medium Term Plan (IMTP) Quarter 4 Year-End Delivery</b></p> <p>The report was taken as read, noting that it had been through the JCC in May so members would already have received an update on the 2024/25 end of year delivery against the JCC legacy plans.</p> <p>HT queried the timeline for the option appraisal piece on eating disorders.</p> <p><b>Action</b> – Adrian to update Hayley as CEO lead for Mental Health on the long term model for eating disorders ahead of Mental Health Summit.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the report for assurance on delivery of the legacy plans at the end of Quarter 4 2024/25.</li></ul>
PPF25/037	<p><b>2.4 NWJCC 2025/2026 Foundation Plan - Implementation Framework</b></p> <p>The JCC 2025/2026 Foundation Plan - Implementation Framework report was taken as read, noting that it had been through the JCC in May so members would already have received an update.</p> <p>The Implementation Plan now includes the profiling of delivery across the year mapped under eight strategic priority areas, the expected outcomes, deliverables that can be measured, and the individual milestones which are broken down into quarterly timelines. The plan is phased, therefore some areas have yet to commence and the scope of each of these areas are in draft form to be agreed with the Collaborative Commissioning Leadership Group (CCLG) leads.</p> <p>GG advised that an agreed scope and the achievable outcome was critical before work commenced given the backdrop of the financial position and the resources available. It was that noted delivery of the plan was being closely monitored and risk assessed given the capacity and resource constraints within the JCC. Support from health board Chief Executives, opportunities are being explored with CTM (host) and</p>



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	<p>Health Education and Improvement Wales (HEIW) to secure additional short-term capacity through secondments and training/development placements.</p> <p>Delivery confidence was discussed and an early assessment of the greatest risks at the end of quarter 1 and by year end was requested.</p> <p><b>ACTION:</b> Progress against the plan and delivery confidence at the end of quarter 1 to year end to be presented to the next Sub-Committee meeting (look forward view as well as tracking month on month).</p> <p>HT queried the position of the 3<sup>rd</sup> sector commissioning framework and whether that was being taken forward as this is a separate issue to the CHC programme.</p> <p><b>ACTION:</b> Update to be provided on the 3<sup>rd</sup> sector commissioning framework.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the framework for the implementation of the NWJCC's 2025/2026 Foundation Plan.</li><li>• <b>Note</b> and <b>support</b> the collaborative approach with health boards to leading and contributing on the strategic priority areas; and</li><li>• <b>Note</b> the urgency to secure capacity in or working with the JCC by end Q1 to support delivery of the milestones identified within the framework.</li></ul>
PPF25/038	<p><b>2.5 NWJCC Financial Performance Report – Month 1 2025-2026</b></p> <p>Gwen Kohler (GK) presented the month one financial report, noting a year-to-date overspend and the risks associated with delivering the savings plan as previously discussed under 2.1.</p> <p>ST referred to ongoing conversations with Cardiff and Vale UHB and other providers to manage performance of the contracting arrangements to deliver within the financial envelope that is available to them whilst options are explored to have a more robust contracting arrangement going forward, including the conclusion of service reviews and new contract baselines.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the month-end financial position.</li></ul>
PPF25/039	<p><b>2.6 Development of the Joint Commissioning Committee Integrated Medium Term Plan (IMTP) 2026-2029</b></p> <p>GG outlined the timeline and key milestones for developing the IMTP, purposefully aligned to the development of the JCC Strategy,</p>



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	<p>emphasising the need for continuous engagement with health boards to ensure that the JCC IMTP is also reflected clearly within health board IMTPs.</p> <p><b>ACTION:</b> Workshop in the Autumn to ensure alignment with health board IMTPs, to include CEOs, Directors of Planning and Directors of Finance.</p> <p>Ian Green (IG) asked about the risks associated with meeting the key milestones set out for developing the IMTP. GG responded that one of the major risks impacting delivery is where the JCC is against current delivery of the Foundation Plan and the financial environment that the JCC is working in.</p> <p>It was noted that the NHS Wales Planning Framework was being reviewed by Welsh Government to produce a simpler, more focussed planning guidance document although this will not be published until much later in the year.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the report for assurance on the development of the JCC's 2026-2029 Integrated Medium-Term Plan (IMTP).</li></ul>
PPF25/040	<p><b>3.1 JCC Strategy Development</b></p> <p>GG presented the initial framework for the JCC strategy, highlighting key components and strategic considerations such as capacity, collaboration, resources, care pathways, and evidence and value-based decision-making. The engagement and timelines for the development of the strategy was shared noting that a first draft for socialising would be available in December 2025, with the aim of final approval by the end of the financial year.</p> <p>The committee discussed the importance of aligning with health board strategies and the need for a clear scope for the strategy to be agreed by the JCC members.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the presentation.</li></ul>
PPF25/041	<p><b>4.1 Forward Plan of Business</b></p> <p>HTy presented the Forward Plan of Business for the next twelve months for information and noting.</p>
PPF25/042	<p><b>5.1 Any Other Business</b></p> <p>There was no other business to discuss.</p>



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PPF25/043	<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> There were no items to be deferred or escalated on this occasion.
PPF25/044	<b>5.3 Date of Next Meeting</b> The meeting closed at 15:30pm. The next meeting is scheduled for 12 August 2025 subject to a review of the sequencing of the meetings with the JCC meetings.

CONFIRMED