



**Confirmed Minutes of the NWJCC  
Planning, Performance and Finance Sub-Committee (PPF)  
23 October 2025 at 09:30 hrs  
In Person and by Microsoft Teams**

**Members:**

Paul Worthington	(PW)	PPF Chair and Lay Member
Ian Green	(IG)	Lay Member
Nia Roberts	(NR)	Lay Member

**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 PMO
Matthew Edwards	(ME)	Acting Assistant Committee Secretary
Aaron Fowler	(AF)	Committee Secretary
George Galletly	(GG)	Interim Director of Corporate, Planning and Strategy
Nicola Johnson	(NJ)	Executive Director of Planning, Performance and Commissioning, Powys Teaching Health Board
Gwen Kohler	(GK)	Deputy Director of Finance and Value
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:**

Huw George	(HG)	Interim Chief Commissioner
Abigail Harris	(AH)	Chief Executive Officer, Swansea Bay University Health Board
Hayley Thomas	(HT)	Chief Executive Officer, Powys Teaching Health Board

**Minutes:**

Gareth Mitchell	(GM)	Corporate Governance Manager, NWJCC
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The meeting opened at 09:30 hrs.

Item Ref	Agenda Item
PPF25/061	<b>1.1 Welcome and Introductions</b> The meeting was held via Microsoft Teams and in person. Introductions were made and it was <b>noted</b> that a quorum had been achieved. No objections were raised to the meeting being recorded for administrative purposes.
PPF25/062	<b>1.2 Apologies for Absence</b> Apologies were <b>noted</b> as above.
PPF25/063	<b>1.3 Declarations of Interest</b> No declarations of interest were received.



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PPF25/064	<p><b>1.4 Minutes from the meeting held on 12 August 2025</b></p> <p>The minutes of the Planning Performance and Finance Sub-Committee meeting held on 12 August 2025 were <b>approved</b> as a true and accurate record of the meeting.</p>
PPF25/065	<p><b>1.5 Action Log</b></p> <p>Members <b>noted</b> progress against actions outlined within the action log and <b>agreed</b> the completion of the actions marked as 'closed'.</p> <p>Members noted the following updates:</p> <ul style="list-style-type: none"><li>• <b>PPF25/003:</b> The action relating to the <b>NWJCC reporting and meeting schedule</b> had been implemented and closed.</li><li>• <b>PPF25/006:</b> The action relating to out of area Child and Adolescent Mental Health Services (CAMHS) placements would be added to the Forward Plan of Business to be considered at the December Quality, Safety and Outcomes (QSO) Sub-Committee meeting. This action was reported as closed to avoid duplication between the action log and QSO Sub-Committee forward plan.</li><li>• <b>PPF25/011:</b> The action relating to <b>Financial Risk Share</b> would be added to the Forward Plan of Business to be considered at the December PPF Sub-committee meeting and would be closed.</li><li>• <b>PPF25/0025:</b> The action relating to <b>PADR and mandatory training rates</b> remained open with the Chief Commissioner monitoring compliance through each NWJCC Director.</li></ul> <p><b>Action:</b> AF to confirm the statutory/mandatory training requirements for Lay Members with Cwm Taf Morgannwg University Health Board's Director of Corporate Governance to ensure alignment with the host organisation.</p>
PPF25/066	<p><b>2.1 NHS Wales Joint Commissioning Committee (NWJCC) Risk Register – Risks Assigned to the Planning, Performance and Finance Sub-Committee</b></p> <p>The NWJCC Risk Register was received. Members noted:</p> <ul style="list-style-type: none"><li>• The work being undertaken with NWJCC Commissioning Teams in relation to risk reporting including the need to differentiate between commissioning risks and provider risks</li><li>• Risk reporting would be reported on a bi-monthly basis moving forward to align with updated meeting schedules and support the flow of assurance between sub-committees and the Joint Committee (JC).</li></ul> <p>Members discussed:</p> <ul style="list-style-type: none"><li>• The need to consider whether risks are also recorded within provider operational risk registers.</li></ul>



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	<ul style="list-style-type: none"><li>• That a JC Assurance Framework was currently being developed to support the articulation of commissioner strategic risk, which would be informed by the Operational Risk Register.</li><li>• That <b>Risk 90 - JCC Organisational Development through Effective Strategic Workforce Planning</b> would reduce following a reduction in vacancy rates during October. A breakdown of updated vacancy and staff turnover data would be shared at the following Sub-Committee meeting and within future performance updates.</li></ul> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the report</li><li>• <b>Consider</b> and <b>scrutinise</b> the risks assigned</li><li>• Provide onwards <b>assurance</b> to the JC on the effective management of the risks.</li></ul>
PPF25/067	<p><b>2.2 Implementation of NWJCC Foundation Plan 2025-26 – Quarter 2 Progress</b></p> <p>The Implementation of the NWJCC Foundation Plan 2025-26 – Quarter 2 Progress Report was received. Members noted:</p> <ul style="list-style-type: none"><li>• The majority of areas reported remained on track or had experienced minor slippage</li><li>• The Exception Report and Status Summary for the Red Rated Auditory Implant Device Service. Due to ongoing performance concerns, the South Wales service had been escalated to Level 3. Oversight of the service would be managed through the QSO Sub-Committee to provide assurance to the JC that appropriate action was being undertaken to improve performance.</li></ul> <p>Members discussed:</p> <ul style="list-style-type: none"><li>• The improvement in reporting on an exception basis with Highlight Reports received for areas with significant slippage, ensuring that reporting is concise whilst still providing a robust level of assurance to the JC</li><li>• The need for timescales for certain areas showing as green (on track) in the Progress Summary table</li><li>• That a summary of the report would be included in the NWJCC Performance Report for the November JCC meeting</li><li>• The need for continued assurance on the Voluntary Sector Framework and Continuing Healthcare. It was acknowledged that further updates would be shared with the Sub-Committee before the end of the year.</li></ul> <p><b>ACTION:</b> Update on Continuing Healthcare and Voluntary Sector Framework to be added to Forward Plan of Business.</p> <p>Members resolved to:</p>



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	<ul style="list-style-type: none"><li>• <b>Note</b> the report as a situation report against delivery of the NWJCC Foundation Plan as of Quarter 2</li><li>• <b>Note</b> the implementation status shared and acknowledged that NWJCC Collaborative Commissioning Groups would monitor arrangements for any variance against baseline expectations.</li></ul>
PPF25/068	<p><b>2.3 Development of the NWJCC Integrated Medium Term Plan (IMTP) 2026-2029</b></p> <p>The Development of the NWJCC IMTP 2026-2029 Report was received. Members noted:</p> <ul style="list-style-type: none"><li>• An IMTP workshop with Health Board CEOs and Directors of Planning would be scheduled in December</li><li>• Work would be undertaken with providers to inform the IMTP</li><li>• A clinically-led process would be undertaken to identify priorities for the IMTP, building on an already established risk-based criteria</li><li>• That a changing financial picture for NHS would continue to inform the plan. It was acknowledged that some tough choices would need to be made at the November's JC meeting to inform future planning</li><li>• That there continued to be discussion regarding equity of care and cost linked to the provision of commissioned services from English providers.</li></ul> <p>Members discussed:</p> <ul style="list-style-type: none"><li>• The importance of establishing clear criteria for making informed decisions</li><li>• The need to align Health Board plans and the NWJCC IMTP</li><li>• The need for equity of service to be a driver in the IMTP process</li><li>• The need to understand how a clinically led process to identify commissioning priorities for the IMTP applies to other commissioning areas, such as ambulance and 111 services</li><li>• The need for strategically-led conversations to ensure that the NWJCC could add value to the system whilst being cognisant of commissioning capacity.</li></ul> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the report</li><li>• <b>Endorse</b> the proposed approach to risk assessment, prioritisation and engagement with Health Boards.</li></ul>
PPF25/069	<p><b>2.4 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>• Ongoing issues with data quality and system integration delaying the refresh of the report. Work continued to ensure that future iterations of the report incorporate the most up to date performance data</li></ul>



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	<ul style="list-style-type: none"><li>The use of Referral to Treatment (RTT) Dashboards to inform the management of commissioning intentions, going forward</li><li>A rapid review process of performance reporting was due to take place in October and November with the aim of delivering an updated report to the PPF Sub-Committee's December meeting.</li></ul> <p>Members discussed:</p> <ul style="list-style-type: none"><li>The lack of internal resource, with the required level of performance knowledge, had delayed the development of the report.</li><li>The revised report would include the Duty of Quality as a key aspect of performance reporting. This would require integration across the NWJCC</li><li>The revised report would also include both high-level 'highlights' and more granular detail for relevant areas. It was suggested that the report also include a link to the RTT Dashboard</li><li>Updated Performance Report data would support the ongoing development of the JC Assurance Framework.</li></ul> <p>Members resolved to:</p> <ul style="list-style-type: none"><li><b>Note</b> the NWJCC Performance Report for Month 5</li><li><b>Note</b> the ongoing work to develop the Performance report to ensure that it provides robust assurance to the Sub-Committee and JC.</li></ul>
PPF25/070	<p><b>2.5 NWJCC Financial Performance Report – Month 6 2025-2026</b></p> <p>The NWJCC Financial Performance Month 6 Report was received. Members noted:</p> <ul style="list-style-type: none"><li>The NWJCC financial position for Month 6 reported an overspend to date of £2.7m, with a forecast overspend position of £7.7m against the financial plan</li><li>Risks to the reported position including NICE drugs growth, reduction of the year-end projection for Paediatric Intensive Care activity in NHS England, and winter pressures.</li></ul> <p>Members discussed:</p> <ul style="list-style-type: none"><li>The need to present a range of options to improve the NWJCC financial position at the JC's November meeting</li><li>The need to develop and consider options to mitigate cross-border provider cost issues. Consideration would be given to the implications of maintaining current activity, restricting activity, the availability of mitigating savings, and the potential for additional</li><li>The competing priorities and commissioning challenges across Health Boards</li><li>The need to acknowledge savings already achieved and the impact on service provision</li><li>The financial forecast for BCUHB and PTHB and the need for cross-border travel for populations in these Health Board areas.</li></ul>



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	<p><b>ACTION:</b> Updated financial planning proposals to be presented at the November JC meeting.</p> <p>Members resolved to:</p> <ul style="list-style-type: none"><li>• <b>Note</b> the Month 6 financial position.</li></ul>
PPF25/071	<p><b>4.1 Forward Plan of Business</b></p> <p>The Forward Plan of Business was included for information; this would be updated to reflect the new schedule of meetings to March 2027 currently being developed.</p>
PPF25/072	<p><b>5.1 Any Other Business</b></p> <p>Members would receive invites for meeting in 2026-27 in coming weeks.</p>
PPF25/073	<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>
PPF25/074	<p><b>5.3 Date of Next Meeting</b></p> <p>The meeting closed at 11:30. The next meeting was scheduled for 18 December 2025.</p>