Agenda Item
2.1

Planning, Performance and Finance Sub-Committee

NHS Wales Joint Commissioning Committee (NWJCC) Organisational Risk Register – Risks Assigned to the Planning, Performance and Finance Sub-Committee

Dyddiad y Cyfarfod / Date of Meeting	28/04/2026
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
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Cyflwynydd yr Adroddiad / Report Presenter	Aaron Fowler, Committee Secretary/Deputy Director of Corporate Governance
Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor	Georgina Galletly, Director of Corporate Planning & Strategy

Pwrpas yr Adroddiad / Report Purpose	Endorse for Committee Approval on 26 May 2026 Choose an item.

Committee / Group / Individuals	Date	Outcome
Senior Leadership Team -	15/04/2026	Endorsed

1. SITUATION / BACKGROUND

The purpose of this report is to present the NHS Wales Joint Commissioning Committee's (NWJCC) Organisational Risk Register ("ORR") as of 1st April 2026, which encompasses risks scoring 15 and above. The Planning, Performance and Finance Sub-Committee ("PPF") is asked to review and scrutinise the risks and provide onwards assurance to the NWJCC Joint Commissioning Committee.

The ORR will be presented to the Joint Commissioning Committee (JC) on 26 May 2026 for approval. The ORR is shared at sub-committee for scrutiny prior to being shared with JC with assurance that appropriate management and scrutiny of risk is being undertaken within the NWJCC.

1.1 Background

In accordance with the Hosting Agreement ("the HA") between CTMUHB ("Cwm Taf Morgannwg University Health Board") and the NWJCC, the NWJCC has adopted the Risk Management provisions of CTMUHB (para. 5.2 of the HA). To this end, the NWJCC has developed an NWJCC ORR which details those risks scoring 15 (out of 25) or above and/or those that cannot be managed locally across the NWJCC through adopted risk management processes. This process mirrors the risk management process adopted by CTMUHB, as set out within the CTMUHB Risk Management Strategy.

Each of the high/extreme scoring risks within the ORR are assigned to one of the NWJCC Sub-Committees (PPF and the Quality, Safety and Outcomes Sub-Committee ("QSOC")) to be reviewed, scrutinised and for assurance to be provided that risks are being appropriately mitigated, with robust actions in place for their ongoing management.

Work has been undertaken to develop a Joint Committee Assurance Framework ("JAF") and Risk Appetite Statement that recognises the risks identified in the NWJCC Annual Plan and strategic priorities for 2026-27 and beyond.

It is anticipated that the new NWJCC Chief Commissioner who is due to take up post in the last week of May will want to provide input into the strategic risks that are monitored by the JAF. It is therefore intended that the Risk Appetite Statement and JAF will be considered and scrutinised by the NWJCC Senior Leadership Team ("SLT") during a dedicated session in May 2026 and further consulted upon with the JC at its strategy session on 16th June 2026. Further scrutiny and assurance will be sought through the QSOC and PPF sub-committees at their meetings on 29th and 30th June 2026 respectively. The Risk Appetite Statement and JAF, alongside the NWJCC Risk Management Procedure, will be subsequently presented as a package for approval to the JC at its public meeting in July 2026.

The narrative within this report, and the appended ORR, is intended to provide assurance to the Committee that the aforementioned processes are operating effectively and support the ongoing management of risk by the NWJCC.

1.2 Review of Risks

In accordance with adopted risk management processes, operational teams continue to manage and review risks at a local level and submit risks scoring 15 or above (or those that cannot be managed locally) to the Corporate Governance Team (CGT) for review on a bi-monthly basis. This process informs the population and management of the ORR and provides the CGT with the opportunity to review risks presented and provide feedback to teams for the ongoing improvement of the risks reported to the JC and its Sub-Committees.

Additionally, the CGT meet with operational teams on an ad hoc basis to provide support and guidance where needed, or in response to specific feedback provided by the CGT operating within its role as a second line of defence for the NWJCC.

The ORR is also subject to review at formal SLT meetings prior to being shared with the JC and its Sub-Committees for oversight and for consideration to be given to new or emerging risks before these are added to the ORR.

It is expected that the ongoing review and oversight of risk, as described above, will continue to contribute to the NWJCC's risk maturity and will support the final development and approval of a robust JAF.

1.3 Role of the NWJCC Sub-Committees

The PPF and QSOC Sub-Committees each have a role to play in ensuring that effective risk management processes are in place within the NWJCC. To fulfil this role each Sub-Committee monitors and scrutinises the risks assigned to them and provides onwards assurance via Sub-Committee Highlight Reports to the JC regarding the processes and procedures in place to manage and mitigate risk.

Noting continued efforts to improve the NWJCC's risk reporting and management processes, the Sub-Committee are invited to consider whether it would be supportive of the introduction of deep dives into specific commissioning areas (Cardiac, Neurosciences, Ambulance, Mental Health etc.) or the risks associated with prioritised areas within the 2026 -27 Annual Plan. Such reviews would seek to provide the JC with further assurance related to the rationale of reported risks, and the validity of the mitigating controls and actions.

2. ASSESSMENT

As of the 1st April 2026, there are **15** high risks with a score of 15 and above on the NWJCC ORR. Out of these high scoring risks, **6** have been assigned to the PPF Sub-Committee and **9** have been assigned to the QSO Sub-Committee.

A summary of the **6** risks assigned to PPF, and as set out in **Appendix 1**, is provided below. An overview of the **15** risks on the ORR are detailed within the covering dashboard for information.

For ease of reference, the text in red font are the updates provided for the month(s) of February 2026 and March 2026, since the last report was received. The text in white font, on the overarching NWJCC Risk Dashboard highlights those risks where there has been movement for the same period.

2.1 Commissioning Risks

There are **4** commissioning risks open with a risk score of 15 and above assigned to the PPF Sub-Committee:

- Ambulance Services x 1
- Cardiac x 1
- Neurosciences x 2

An overview of the movement within the ORR between February and March 2026 for the risks assigned to PPF is detailed below in **Table 1** below:

Table 1 – Commissioning Risk Profile – February and March 2026

Commissioning Risk Activity	Movement to ORR between February and March 2026
New Commissioning Risks	No new risks have been added.
Escalated Commissioning Risks	One risk has been escalated. • Risk 68 - Specialist Auditory Implant Device Service' CVUHB This risk was de-escalated from 20 to 12 in January 2026 on the basis that an improvement plan had been agreed to address the number of 52-week Referral to Treatment breaches. The next step was to work on a sustainable plan to achieve 26-week RTT and right sizing of the service in order to be in a position to designate a permanent provider by Q4 2026-27. However, since January there have been a number of quality related issues raised. Due to the impact on the quality, and on service delivery, this risk has been re-escalated. The next executive level escalation meeting is scheduled for late April 2026 where there will be a focused discussion to address accurate baselining of the contract and to ensure that adequate staffing is in place. The service remains in escalation level 3 and as a result of the recent concerns raised this risk has been re-escalated from a risk score of 12 to 16.

Commissioning Risk Activity	Movement to ORR between February and March 2026
	This risk will remain under review and reported on the ORR.
De-escalated Commissioning Risks	One risk has been de-escalated: • Risk 61 - Obesity surgery for the population of North Wales Following a full review, using the JCC domains and risk scoring matrix, the Cardiac commissioning team has reduced the likelihood score for this risk to 'Likely' (4), therefore decreasing the overall risk from 20 to 16. This reduction is based on current progress in establishing the interim provider solution with the Welsh Institute of Metabolic and Obesity Surgery (WIMOS) service, Swansea Bay University Health Board (SBUHB). This risk will remain under review and will continue to be reported on the ORR.
Emerging Commissioning Risks	No emerging risks have been highlighted.
Closed Commissioning Risks	No risks have been closed.

2.2 Corporate Risks

There are **2** corporate risks open with a risk score of 15 and above assigned to the PPF Sub-Committee:

- Medical x 1
- Finance x 1

An overview of the movement within the ORR between February and March 2026 for the risks assigned to PPF is detailed below in **Table 2** below:

Table 1 – Corporate Risk Profile – February and March 2026

Corporate Risk Activity	Movement to ORR between February and March 2026
New Corporate Risks	No new risks have been added.
Escalated Corporate Risks	No risks have been escalated.

Corporate Risk Activity	Movement to ORR between February and March 2026
De-escalated Corporate Risks	No risks have been de-escalated.
Emerging Corporate Risks	No emerging risks have been highlighted.
Closed Corporate Risks	No risks have been closed.

3. RECOMMENDATIONS

Members of the Planning, Performance and Finance Sub-Committee are asked to:

- **Note** the report,
- **Review** and **scrutinise** the risks assigned to the sub-committee on behalf of the NWJCC; and
- **Endorse** the ORR for onwards **assurance** to the JC on the effective management of the risks.

Strategic and Regulatory Assessment

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	Ensure Quality
Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / Link to Wellbeing of Future Generations Act – Wellbeing Goals *150623-guide-to-the-fg-act-en.pdf (futuregenerations.wales)*	A Resilient Wales
	If more than one applies please list below: A Healthier Wales A More Equal Wales
Dolen i Hwyluswyr Ansawdd *(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /* **Link to Enablers of Quality** *(Duty of Quality Statutory Guidance (gov.wales))*	Whole-systems Perspective
	If more than one applies please list below:

Dolen i Feysydd Ansawdd *(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /* **Link to Domains of Quality** *(Duty of Quality Statutory Guidance (gov.wales))*	Effective
	If more than one applies please list below: Person Centred Timely Safe
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	No - Not Applicable
	If more than one applies please list below:

Impact Assessment		
Ansawdd *Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /* **Quality** *Have you undertaken a Quality Impact Assessment Screening?*	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below: N/A
Cydraddoldeb *Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /* **Equality** *Have you undertaken an Equality Impact Assessment Screening?*	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below: N/A
Cyfreithiol / Legal	There are no specific legal implications related to the activity outlined in this report.	
Enw da / Reputational	There is no direct impact on the reputation of the Joint Committee as a result of the activity outlined in this report.	
Effaith Adnoddau *(Pobl /Ariannol) /* **Resource Impact** *(People / Financial)*	There is no direct impact on resources as a result of the activity outlined in this report.	

Acronyms / Glossary of Terms	
CGT	Corporate Governance Team
CTMUHB	Cwm Taf Morgannwg University Health Board
CVUHB	Cardiff & Vale University Health Board
HA	Hosting Agreement
JAF	Joint Committee Assurance Framework
JC	Joint Commissioning Committee
NWJCC	NHS Wales Joint Commissioning Committee
ORR	Organisational Risk Register
PPF	Planning, Performance & Finance Sub-Committee
QSOC	Quality, Safety & Outcomes Sub-Committee
SBUHB	Swansea Bay University Health Board
SLT	Senior Leadership Team
WIMOS	Welsh Institute of Metabolic and Obesity Surgery