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	02/07/2026
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
Awdur yr Adroddiad / Report Author	Maxine Evans, Assurance and Risk Officer
Cyflwynydd yr Adroddiad / Report Presenter	Aaron Fowler, Committee Secretary
Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor	Aaron Fowler, Committee Secretary

Pwrpas yr Adroddiad / Report Purpose	Endorse for Committee Approval on 21 July 2026 Choose an item.

Committee / Group / Individuals	Date	Outcome
Senior Leadership Team -	17/06/2026	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 June 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 21 July 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.

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

As previously reported, work has also 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. Following appropriate consultation with the NWJCC Senior Leadership Team ("SLT") and Lay Members at a workshop held on 16th June 2026, the JAF, Risk Appetite Statement and Risk Management Procedure will be shared for consideration and approval by the JC at its meeting on 21st July 2026 following further consultation with Sub-Committees (See agenda item [2.2]).

1.2 Review of Risks

Commissioning Directorates continue to manage, and review reported risks at an operational level and refer extreme risks to the Corporate Governance Team (CGT) for scrutiny.

Following review by the CGT, the ORR and any emerging risks are reviewed by the SLT to ensure that the risks detailed within the ORR remain appropriate, and to consider whether emerging risks are suitable for addition to the ORR taking into consideration the potential impact of the risk on the NWJCC, the risk score and its description.

It is acknowledged that further improvement will continue to be targeted over the coming months as the new approach beds in and teams become more familiar with the style and expectations of the JC in the effective reporting and management of risk. Following feedback at QSOC and PPF, effort will be focussed on ensuring that risk controls and actions are appropriately defined and updated.

Moving forward all risks for April 2026 and beyond will also be aligned to the Strategic Reviews and Deep Dives to be undertaken as part of the NWJCC 2026/27 Annual Plan delivery. This will ensure that the NWJCC's Operational Risks continue to inform strategic decision-making.

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 and recommend any areas that would merit specific review at future Sub-Committee meetings. Such reviews may provide the Sub-Committee and 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 June 2026, there are **13** 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 **7** 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 **13** risks on the ORR is 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 April 2026 and May 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 & National Programmes x 1 (new risk)
- Cardiac x 1
- Neurosciences x 2

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

Table 1 – Commissioning Risk Profile – April and May 2026

Commissioning Risk Activity	Movement to ORR between April and May 2026
Escalated Commissioning Risks	No risks have been escalated.
De-escalated Commissioning Risks	One risk has been de-escalated: • Risk 77 - Commissioning of sufficient Emergency Ambulance Services capacity This risk has been reviewed as part of ongoing work to review Ambulance Service risks. Within this review a decision had been made to refresh and reword the risk description, and to reduce the rating from 15 to 12, leading to a de-escalation from the ORR. On review the consequence score has been reduced from 5 (Catastrophic) to 4 (Major) on the basis that with the improvements noted, it is unlikely there would be a rapid catastrophic manifestation. The likelihood score has also been reduced from 4 (likely) to 3 (possible). Similarly, the target score of 10 has been revised to 8 to reflect the above changes. The NWJCC Annual Plan 2026/27, Ambulance Services Strategic Review findings, coupled with a full understanding of the impact of the provider Phase 2 ambulance performance framework changes introduced in

Commissioning Risk Activity	Movement to ORR between April and May 2026
	December 2025 will continue to inform further work in this area and specifically the re-assessment of demand and capacity requirements moving forward. Further progress on reduction of handover delays to 2018/19 commissioned levels also support a reduction in this risk. Additionally, handover has seen monthly improvements and based on an assumption of continuing improvements in this area, the rationale for the reduction in likelihood score is supported.
New Emerging Commissioning Risks	One new emerging risk has been highlighted. • Risk 96 - Delivery and sustainability of safer, quality, valuable, integrated and more equitable Commissioning - Capacity - Emergency Ambulance Service (EMS) This new risk replaces Risk 78 (previously assigned to QSOC) which now better describes the impact to the JCC from a commissioner perspective and was considered by SLT on 17th June 2026 and subsequently agreed for inclusion on the ORR. The new risk has been assigned to the PPF sub-committee for scrutiny and assurance as it largely relates to service delivery and commissioned capacity.
Closed Commissioning Risks	One risk has been closed (for information) • Risk 78 - Utilisation of Emergency Ambulance Capacity Risk 78 (previously assigned to QSOC) predominantly mitigated the risk from a Provider perspective. A refreshed risk has been prepared that more appropriately describes and mitigates against the risk from a commissioner perspective (see above).

2.2 Corporate Risks

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

- Finance x 1
- Medical x 1

For noting, the finance risk has been updated to reflect the agreed Annual Plan and financial position for 2026/27.

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

Table 1 – Corporate Risk Profile – April and May 2026

Corporate Risk Activity	**Movement to ORR between April and May 2026**
Escalated Corporate Risks	No risks have been escalated.
De-escalated Corporate Risks	No risks have been de-escalated.
New Emerging Corporate Risks	No new 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