

Agenda Item

4.1

Joint Commissioning Committee

**NHS Wales Joint Commissioning Committee
Joint Committee Assurance Framework Report**

Dyddiad y Cyfarfod / Date of Meeting	22/09/2026
Statws Cyhoeddi / Publication Status	Open/ Public
Awdur yr Adroddiad / Report Author	Aaron Fowler, Committee Secretary/Deputy Director of Corporate Governance
Cyflwynydd yr Adroddiad / Report Presenter	Aaron Fowler, Committee Secretary/Deputy Director of Corporate Governance
Noddwr yr Adroddiad / Report Sponsor	Georgina Galletly, Director of Corporate Planning & Strategy

Pwrpas yr Adroddiad / Report Purpose	For Approval Choose an item.
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Engagement (internal/external) undertaken to date (including receipt /consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
Senior Leadership Team	9 September 2026	Endorsed for Committee Approval on the 22 September 2026

1. SITUATION

The purpose of this report is to present the first NHS Wales Joint Commissioning Committee (NWJCC) Joint Committee Assurance Framework (JAF) Report and provide oversight of the strategic risks that may affect delivery of the NWJCC's statutory responsibilities, strategic objectives and Annual Plan priorities. The report also provides a summary of the NWJCC Organisational Risk Register (ORR) position as of 31 July 2026.

The JAF represents a key component of the NWJCC's governance, assurance and risk management framework, providing a structured mechanism through which the Joint Committee (JC) can gain assurance regarding the effectiveness of controls, mitigating actions and sources of assurance associated with the organisation's most significant strategic risks. The framework supports proactive risk oversight, informed decision-making and early identification of areas requiring management attention or further assurance. The six strategic risks currently included within the framework have been derived from the organisation's strategic objectives, Annual Plan priorities and existing organisational risk profile.

2. KEY MATTERS FOR CONSIDERATION

2.1 Joint Assurance Framework Report

The JC approved the JAF at its meeting held on 21 July 2026 as the primary mechanism for overseeing strategic risk across the organisation. The accompanying report represents the first formal JAF update and establishes a baseline assessment of the strategic risks currently facing the NWJCC.

The framework currently contains six strategic risks covering:

- Commissioning of Sustainable High Quality, Safe and Effective Services;
- Service Sustainability, Fragility and Equity of Access;
- Ambulance Commissioning Model;
- Commissioning Boundaries and Accountability;
- Data Quality, Analytical Capability and Capacity and Contract Management;
- and
- Financial Sustainability and Affordability.

Each strategic risk has been assigned to a Lead Director and includes a defined risk statement, current controls, sources of assurance, assurance gaps, mitigating actions and indicators of success. Collectively, the six strategic risks reflect a number of common themes, including service sustainability, financial constraints, workforce challenges, commissioning complexity, data quality and accountability arrangements across health and care systems.

Members are asked to recognise that the JAF remains in the early stages of development and maturity. Whilst the strategic risks have been reviewed and populated by Lead Directors and their teams, further refinement is anticipated as

strategic reviews, deep-dive exercises, assurance activity and sub-committee scrutiny continue throughout the year. Future iterations of the framework will further strengthen risk scoring methodologies, assurance mapping, performance indicators and trend analysis to support enhanced strategic oversight.

The first JAF report identifies several areas of strategic pressure facing the organisation, most notably:

- The sustainability and resilience of commissioned services within a constrained financial environment;
- Service fragility, capacity limitations and inequities in access to specialist services;
- Delivery of the ambulance commissioning model within the context of wider NHS system dependencies;
- Clarity of commissioning accountability and organisational boundaries;
- Reliance on high-quality data and analytical capability to support effective commissioning decisions; and
- Maintaining financial sustainability whilst responding to increasing demand and inflationary pressures.

The report therefore provides an important opportunity for the JC to consider whether the principal strategic risks have been appropriately identified, whether the proposed controls and assurances are sufficient, and whether any additional actions or scrutiny are required.

2.2 Organisational Risk Register

The ORR continues to provide operational oversight of high and extreme organisational risks that cannot be effectively managed within local risk management arrangements. Risks scoring 15 or above are escalated through the NWJCC governance structure and are subject to detailed scrutiny through either the Quality, Safety and Outcomes Sub-Committee (QSOC) or the Planning, Performance and Finance Sub-Committee (PPF), providing assurance that appropriate controls and mitigating actions are in place.

As of 31 July 2026, the ORR contained 13 high and extreme risks. These risks were reviewed by the relevant sub-committees during August 2026, and the overall risk profile was assessed as remaining stable, with no risks escalated, de-escalated or closed during the reporting period.

The relationship between the ORR and the JAF is important. The ORR provides detailed oversight of operational and service-specific risks, whilst the JAF focuses on the broader strategic themes and systemic risks that may impact achievement of the NWJCC objectives. Together, the two frameworks provide the JC with a comprehensive view of both strategic and operational risk exposure across the organisation. This enables risks identified at an operational level to inform strategic discussions and, where appropriate, support escalation onto the JAF.

Members should note that the escalation relating to the Welsh Gender Service during August 2026 has been identified as an emerging area of strategic risk and assurance, requiring continued monitoring and reporting through the NWJCC governance framework.

The ORR Risk Dashboard is presented below for information. Full details of the ORR can be found at **Appendix 2**.

		CONSEQUENCE (C)				
LIKELIHOOD (L)	CxL	5 Catastrophic	4 Major	3 Moderate	2 Minor	1 Neg'ble
	5 Almost Certain		94 High-cost medicines	84 Financial Break-even 2025/26		
	4 Highly Likely	88 Commissioning of 24/7 South Wales Thrombectomy Service 96 Delivery and Sustainability of Commissioned Capacity for the Emergency Ambulance Service (EMS)	61 Obesity surgery at Salford Royal Hospital waiting times 65 Renal dialysis capacity across Wales 68 Specialist Auditory Implant Device Service' CVUHB - 82 Neuro-rehabilitation service at SBUHB 87 Commissioning of Acute Neurosurgery Therapy MDT at CVUHB 89 Paediatric Neurology Service provision for North Wales 95 Neuro-rehabilitation services at C&VUHB			
	3 Likely	80 JACIE accreditation - south Wales CAR T service 81 JACIE accreditation - south Wales BMT service				
	2 Un-likely					
	1 High Un-likely					



3. ASSESSMENT

Objectives / Strategy		
Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	Ensure Quality	
	All of the Strategic Objectives apply	
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 <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality</i> (Duty of Quality Statutory Guidance (gov.wales))	Whole-systems Perspective	
	If more than one applies, please list below:	
Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality</i> (Duty of Quality Statutory Guidance (gov.wales))	Effective	
	If more than one applies, please list below: Efficient Equitable 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	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below: Not required for the JAF or ORR. Individual risks

<i>Have you undertaken a Quality Impact Assessment Screening?</i>		may have been subject to a QIA.
Cydraddoldeb <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /</i> Equality <i>Have you undertaken an Equality Impact Assessment Screening?</i>	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below: Not required for the JAF or ORR. Individual risks may have been subject to an Impact Assessment.
Cyfreithiol / Legal	Yes (Include further detail below) See detail captured for each risk	
Enw da / Reputational	Yes (Include further detail below) See detail captured for each risk	
Effaith Adnoddau <i>(Pobl / Ariannol) /</i> Resource Impact <i>(People / Financial)</i>	Yes (Include further detail below)	
	See detail captured for each risk	

5. RECOMMENDATIONS

Members of the Joint Committee are asked to:

1. **Receive and note** the first JAF report.
2. **Review** the strategic risk content and the adequacy of controls and assurances presented.
3. **Consider** any identified assurance gaps and planned mitigating actions.
4. **Support** the continued development and embedding of the JAF as the NWJCC's primary mechanism for strategic risk oversight and assurance.
5. **Note** the ORR update as of 31st July 2026.