

Agenda Item

4.1

Quality, Safety and Outcomes Sub-Committee

NHS Wales Joint Commissioning Committee (NWJCC) Organisational Risk Register – Risks Assigned to the Quality, Safety and Outcomes Sub- Committee

Dyddiad y Cyfarfod / Date of Meeting	24/08/2026
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
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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 22 September 2026 Choose an item.
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Committee / Individuals	Group / Date	Outcome
Senior Leadership Team	17/08/2026	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 31 July 2026, which comprises all organisational risks with a score of 15 or above. The Quality, Safety and Outcomes Sub-Committee ("QSOC") is asked to review and scrutinise the risks presented and provide assurance to the Joint Commissioning Committee ("JC") that appropriate arrangements are in place for their management and mitigation.

The ORR will subsequently be presented to the JC at its meeting on 22 September 2026 for approval. Prior consideration by the Sub-Committees forms an important part of the NWJCC's Joint Assurance Framework ("JAF"), providing assurance that organisational risks are being appropriately identified, assessed, managed and scrutinised before escalation to the JC for oversight and approval.

1.1 Background

In accordance with the Hosting Agreement (the "HA") between Cwm Taf Morgannwg University Health Board ("CTMUHB") and the NWJCC, the NWJCC has adopted the Risk Management provisions of CTMUHB (paragraph 5.2 of the HA). In line with these arrangements, the NWJCC has developed and maintains an ORR which captures risks scoring 15 or above (out of 25) and/or risks that cannot be effectively managed at a local level through established risk management processes. This approach mirrors the risk management arrangements set out within the CTMUHB Risk Management Strategy.

Each high and extreme-scoring risk recorded on the ORR is assigned to either the QSOC or the Planning, Performance and Finance Sub-Committee ("PPF") for review and scrutiny. Through this process, the Sub-Committees provide assurance that risks are being appropriately managed, mitigations are effective, and robust actions are in place to reduce risk exposure wherever possible.

The narrative within this report, together with the appended ORR, is intended to provide assurance to members that these arrangements are operating effectively and supporting the ongoing identification, management, escalation and review of organisational risks across the NWJCC.

The JAF was approved by the JC at its meeting on 21 July 2026. Work is now underway with NWJCC Directors and senior managers to further develop and populate the detailed controls, assurances, gaps, actions and performance measures associated with the six agreed strategic risks. It is recognised that these risks, and the associated assurance information, will continue to evolve as the strategic reviews and deep-dive discussions are undertaken.

The first formal JAF report will be presented to the JC on 22 September 2026. Whilst the primary focus of QSOC and PPF will remain the scrutiny and oversight

of risks contained within the ORR, the JAF will be presented to both Sub-Committees on a bi-annual basis for information and assurance purposes. This will support oversight of the relationship between operational and organisational risks and ensure that significant risks escalated through the ORR are appropriately reflected within the relevant strategic risks contained within the JAF.

1.2 Review of Risks

Commissioning Directorates continue to manage and review risks at an operational level, referring extreme risks to the Corporate Governance Team ("CGT") for scrutiny. This process ensures that risks recorded within the ORR remain appropriate and that emerging risks are considered for escalation based on their potential impact on the NWJCC.

Members will recall that, at the last QSOC meeting, a number of emerging Neurosciences risks were considered by the Senior Leadership Team ("SLT") for escalation to the ORR. Following discussion, it was agreed that consideration should instead be given to whether these emerging risks, alongside existing Neurosciences risks already reported, could be consolidated into a smaller number of themed risks that more accurately reflect their cumulative impact on the NWJCC.

The CGT subsequently undertook an exercise to identify opportunities for amalgamating related risks into overarching risk themes (**Appendix 1**). The intention is that these consolidated risks would be recorded within the ORR and aligned to the Fragile Services Strategic Risk within the JAF, providing clearer visibility of the wider strategic implications for the organisation.

The underlying specialty-specific risks would remain within the Directorate Risk Register, enabling commissioning teams to continue monitoring, reviewing and managing operational risks. This approach maintains robust operational oversight while ensuring that significant themes, trends and escalating concerns are appropriately reflected within the ORR.

In addition, this methodology will enhance visibility of lower-scoring risks that may not individually meet the threshold for ORR escalation but which, collectively, could represent a significant threat to service sustainability, quality, performance and patient outcomes.

The proposed approach and associated risk themes are currently being reviewed and refined by the Neurosciences Commissioning Team. Subject to the outcome of this review, a similar thematic approach will be applied to the Women and Children's risk portfolio to promote consistency in the identification, escalation and management of operational and strategic risks across commissioned services.

Members may wish to consider introducing periodic deep-dive reviews of the speciality specific risk portfolios at future Sub-Committee meetings. Such reviews could provide additional assurance to both the Sub-Committee and JC regarding the appropriateness of the risks reported, the rationale for their inclusion, and the adequacy and effectiveness of the mitigating controls and actions in place.

2. ASSESSMENT

As at 31 July 2026, there are **13 high and extreme risks** recorded on the ORR with a risk score of 15 or above. Of these, **seven risks** have been assigned to QSOC, and **six risks** have been assigned to PPF for oversight and scrutiny.

A summary of the **seven risks** assigned to QSOC is provided below and detailed in **Appendix 2**. For completeness, an overview of all **13 risks** currently recorded on the ORR is included within the accompanying ORR Risk Dashboard for information.

To assist members in identifying changes since the previous report, updates provided during **June and July 2026** are highlighted in **red text** within the individual risk entries. Risks that have experienced movement during the same reporting period, including changes to risk score, controls, actions or assurance, are highlighted within the overarching NWJCC Risk Dashboard in **white font**. This enables members to focus their scrutiny on areas where the risk profile has changed and where additional assurance may be required.

2.1 Commissioning Risks

There are **7** commissioning risks open with a risk score of 15 and above assigned to the QSOC Sub-Committee:

- Cancer & Blood x 2
- Neurosciences x 3
- Welsh Kidney Network x 1
- Women & Children x 1

An overview of the movement within the ORR between June and July 2026 for the risks **assigned to QSOC** is detailed below in **Table 1** below:

Table 1 – Commissioning Risk Profile – June and July 2026

Commissioning Risk Activity	Movement to ORR between June and July 2026
Escalated Commissioning Risks	No risks have been escalated.
De-escalated Commissioning Risks	No risks have been de-escalated.

Commissioning Risk Activity	Movement to ORR between June and July 2026
New Emerging Commissioning Risks	No new emerging risks have been highlighted.
Closed Commissioning Risks	No risks have been closed.

2.2 Corporate Risks

There are **0** corporate risk open with a risk score of 15 and above assigned to the QSOC Sub-Committee.

3. RECOMMENDATIONS

Members of the Quality, Safety and Outcomes 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 (<i>Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)</i>) / Link to Enablers of Quality	Whole-systems Perspective
	If more than one applies please list below:

<i>(Duty of Quality Statutory Guidance (gov.wales))</i>	
Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Domains of Quality <i>(Duty of Quality Statutory Guidance (gov.wales))</i>	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 <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /</i> Quality <i>Have you undertaken a Quality Impact Assessment Screening?</i>	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below: N/A
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: 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 <i>(Pobl /Ariannol) /</i> Resource Impact <i>(People / Financial)</i>	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
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
SLT	Senior Leadership Team