

Joint Commissioning Committee

Highlight Report from the Hosted Audit, Risk and Assurance Committee

Dyddiad y Cyfarfod / Date of Meeting	13/11/2025
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
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Noddwr yr Adroddiad / Report Sponsor	Huw George, Chief Commissioner, NWJCC

Pwrpas yr Adroddiad / Report Purpose	For Noting
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Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
Health Boards		Noted

1. SITUATION/BACKGROUND

This report has been prepared to provide Health Board (HB) Chief Executive Officer (CEO) Members of the Joint Commissioning Committee (JC) with a summary of the key issues considered by Cwm Taf Morgannwg University Health Board's Hosted Audit, Risk and Assurance Committee (the Committee) at its public meeting on 13 November 2025.

Key highlights from the meeting are reported in Section 2.

2. HIGHLIGHT REPORT

(Reports shared with the Committee can be found [here](#)).

2.1 NHS Wales Joint Commissioning Committee (NWJCC) Update

A NWJCC Update was shared with the Committee highlighting progress in the following areas:

NWJCC Transition Progress

It was noted that positive progress continued to be made following the establishment of the NWJCC in April 2024. Building on the work undertaken in Q1 2025-26, work continued at pace during July and August to implement the steps to 'routine business' for the new NWJCC and the NWJCC team including:

- Work undertaken to realign the scheduling of JC and Sub-Committee meetings to support the timeliness of data gathering and reporting and the subsequent flow of assurance between these forums
- The realignment of risk reporting timeframes in accordance with the updated JC and Sub-Committee meeting schedule. It is intended that this process will provide an opportunity for the Corporate Governance team to undertake a second line assurance review of risk management processes and risk reporting, whilst also allowing operational colleagues sufficient time to manage risk mitigations and implement actions plans between reporting cycles
- NWJCC colleagues, led by the Director of Nursing and Quality Assurance, are currently in the process of reviewing and updating the legacy Welsh Health Specialised Services Committee (WHSSC) Commissioning Assurance Framework (CAF) which will continue to drive quality assurance and improvement in our commissioned services
- The first phase of prioritised recruitment has been completed. Key appointments have been made to leadership roles at Deputy Director and Assistant Director levels, which commenced during October 2025. The commencement of these key roles will shape the NWJCC organisational culture and its core values and behaviours. The current vacancy rate is 5% at end of October 2025 which has fallen significantly over the past few months (33.33% in April 2025). Staff turnover rate has decreased from 3.65% in October 2024 to 2.79% in October 2025 showing a greater staff retention rate for the NWJCC.

NWJCC Senior Leadership Team Changes

Stakeholder panels and interviews were held week commencing 1st September 2025 for the role of Director of Commissioning for Mental Health, Learning Disabilities and Vulnerable Groups. Unfortunately, no appointment was made and Adrian Clarke agreed to carry on as Interim in the post whilst the recruitment process is re-run. The role is currently out to advert with interviews planned for early December 2025.

Programmes of Work

The JC has noted the need to reassess the workplan and priorities within the NWJCC Foundation Plan. It has been agreed that there is a need to redirect capacity within the organisation to a number of national programmes including the following:

- National Commissioning Arrangements for Third Sector Organisations
- Sexual Assault Referral Centres

2.2 NWJCC Operational Risk Register

The Committee considered the NWJCC Operational Risk Register (ORR), which details those risks scoring 15 (out of 25) or above and/or those that cannot be managed locally across the NWJCC. It was acknowledged that work was ongoing to re-shape the ORR so that it more accurately described the commissioning risks facing the NWJCC.

The Committee took assurance that each of the high/extreme risks recorded within the ORR are assigned to one of the NWJCC sub-committees (Quality, Safety and Outcomes (QSO) Sub-Committee and the Planning, Performance and Finance (PPF) Sub-Committee to be reviewed, and for assurance to be provided that risks are being appropriately mitigated, with robust actions in place for their ongoing management. Additionally, each Sub-Committee provides onwards assurance, via Highlight Reports, to the JC regarding the management of risk.

2.3 Internal Audit Update

An overview of the NWJCC Internal Audit Tracker was received. The Committee noted that two internal audit recommendations related to Single Tender Actions remained open, however assurance was received that action plans were in place to close these. The following 4 Internal Audits are scheduled to be completed during 2025-26:

- Individual Patient Funding Requests
- Strategic Planning Q4 Not yet due
- High-Cost Drugs Q4 Not yet due
- Budget Management Q4 Not yet due.

2.4 Ambulance Service Commissioner Risk Update

During the August 2025 Committee meeting members requested a specific update on the two red rated ambulance risks held by the NWJCC. These risks are related to the commissioning of sufficient capacity and the utilisation of the capacity for its intended purpose.

Updates on the mitigations in place to further reduce these risks was shared with the Committee and it was noted that lost hours to handover delays were a major driver of the high risk associated with the utilisation of emergency ambulance resources.

Additionally, the Committee acknowledged that the Welsh Government Ministerial Advisory Group report published in April 2025 recommended that Health Boards

ensure that no ambulance handover exceeds 45 minutes, with a focus on achieving the 15-minute handover target wherever possible. It was reported that, in response to this on 1 July 2025 the National Ambulance Handover Taskforce (“the Taskforce”) had been established by the Cabinet Secretary and, whilst there continues to be room for improvement, ambulance handover performance has shown measurable improvement across NHS Wales.

Key indicators include:

- A reduction in lost ambulance hours, contributing to improved resource availability. July 2025 saw a reduction of 7,250 lost hours compared to July 2024 and was the lowest level of monthly lost hours since July 2021.
- An increase in the proportion of patients handed over within 60 minutes, reflecting enhanced operational efficiency with over 68% of handovers taking place within 60 minutes in July 2025.

Further NWJCC ambulance and 111 performance updates will be shared with the Committee at agreed dates.

2.5 Internal Audit Review - NWJCC - Traumatic Stress Wales 24-25 - Limited Assurance

The Committee received and reviewed the Limited Assurance, Traumatic Stress Wales Internal Audit Report. Whilst it was accepted that work remained ongoing to transfer the hosting arrangements for the service to Public Health Wales. The Committee received assurance that audit findings would continue to be monitored by the NWJCC should delays be encountered in the transfer of hosting responsibilities beyond the target implementation dates for reported findings.

2.6 Approval of Updated Financial Control Procedures 2025-26

The Committee approved the following NWJCC Financial Control Procedures (FCPs) which were scheduled for review in accordance with established review cycles:

- General Ledger
- Losses and Special Payments
- Creditor Payments
- Requisitions and Ordering of Goods and Services.

All NWJCC Financial Control Procedures have been assessed for consistency with those of CTMUHB and updates approved were in line with the recommendation on FCPs, from the Internal Audit Report on Financial Arrangements approved by the Committee at its meeting of the 14 August 2025.

2.7 Write off of Irrecoverable Debts

The Committee acknowledged and approved the write-off of irrecoverable debts totalling £7,500.00 and noted that processes had been established to reduce the likelihood of the re-occurrence of similar activity in future.

3. ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC Link to JCC Strategic Objectives(s)	Maximise Value
	Ensure Quality; Reduce Duplication; Improve Equity & Population Health; Facilitate Integration
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
	A Healthier Wales
Dolen i Hwyluswyr Ansawdd (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality (Duty of Quality Statutory Guidance gov.wales)	Leadership
	Culture and Valuing People; Learning, Improvement and Research; Whole-systems Perspective
Dolen i Feysydd Ansawdd (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality (Duty of Quality Statutory Guidance gov.wales)	Effective
	Efficient; Equitable; Person-centred; Timely; Safe
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	No - Not Applicable

Impact Assessment		
Ansawdd <i>Ydych chi wedi ymgymryd â Sgrinio Aseiad o'r Effaith ar Ansawdd? /</i> Quality <i>Have you undertaken a Quality Impact Assessment Screening?</i>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	If no, please include rationale below: This is a summary of the latest Committee meeting for the JCC
Cydraddoldeb <i>Ydych chi wedi ymgymryd â Sgrinio Aseiad o'r Effaith ar Gydraddoldeb? /</i> Equality <i>Have you undertaken an Equality Impact Assessment Screening?</i>	Yes: <input checked="" type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome for Equality (delete as appropriate): POSITIVE/NEUTRAL/NEGATIVE Outcome for Welsh Language (delete as appropriate): POSITIVE/NEUTRAL/NEGATIVE	If no, please include rationale below: This is a summary of the latest Committee

		meeting for the JCC
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.	

4. RECOMMENDATIONS

The Health Board is asked to:

- **Note** the highlights outlined in Section 2 of this report.