

Agenda Item

2.2

Planning, Performance and Finance Sub-Committee**Risk Management and Assurance**

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/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 21 July 2026 Choose an item.
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Committee / Group / Individuals	Date	Outcome
Senior Leadership Team	03/06/2026 and 10/06/2026	Endorsed
NWJCC Lay Members Workshop	16/06/2026	Endorsed

1. SITUATION/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 processes of CTMUHB (para. 5.2 of the HA).

Whilst we will continue to follow the format of CTM’s risk management processes there has been a need to tailor these so that they better reflect the operational requirements of the NWJCC as a commissioner organisation.

As requested by Joint Committee (JC), the Corporate Governance Team have reviewed existing risk management processes and undertaken work to prepare a new suite of Risk Management procedures and documentation to support the management and review of risk for 2026/27 and beyond.

Attached to this report you will find:

- **Risk Management Procedure** (the “Procedure”) – Appendix 1
This document is modelled on the Cwm Taf Morgannwg University Health Board (CTMUHB) Risk Management Strategy but has been tailored to meet the needs of the NWJCC.
- **Joint Committee Assurance Framework (“JAF”), Template Report and Proposed Strategic Risks** – Appendices 2, 3 and 4
It is intended that the JAF will provide the mechanism by which we are able to articulate the NWJCC’s strategic risks, how these are being managed/mitigated and where there are gaps in assurance that we need to resolve.

Also attached is the JAF Report template. This is the intended report format that will be shared with JC to set out the Strategic Risks that the NWJCC is holding and will be used to monitor the risks once approved at JC in July 2026.

The draft strategic risks shared were derived from the Annual Plan 2026/27 and subsequently revised following feedback from the Senior Leadership Team (SLT), Ian Green (NWJCC Chair) and NWJCC Lay Members.

- **Risk Appetite Statement and Matrix** – Appendices 5 and 6
The statement and matrix are also incorporated within the Procedure but are separated out for review.

NB: Appendix 5 is a template that will be informed by approval of the position in Appendix 6.

Members of the PPF Sub-Committee are asked to review and endorse each of the documents shared, and draft strategic risks, for JC approval on 21st July 2026.

Following approval by the JC, a fully populated JAF report will be shared with the JC in September.

2. SPECIFIC MATTERS FOR REVIEW AND ENDORSEMENT

2.1 Risk Management Procedure

The Procedure is designed to provide guidance to all NWJCC staff on the management of both strategic and operational risks within the organisation. It aims to:

- set out respective responsibilities for strategic and operational risk management for the JC and staff throughout the organisation.
- set out responsibility for Sub Committees, namely the Quality, Safety and Outcomes Sub-Committee ("QSOC"), the Planning, Performance and Finance Sub-Committee ("PPF") and the CTMUHB Hosted Bodies Audit, Risk & Assurance Committee ("ARAC")
- describe the procedures to be used in identifying, analysing, evaluating and controlling risks to the delivery of the JCC's Annual Plan and strategic priorities for 2026-2027 and beyond.

Whilst tailored to meet the needs of the NWJCC, the Procedure does not significantly depart from CTMUHB Risk Management procedures, albeit the following specific changes should be noted:

- **Updated Risk Scoring Domains** – (incorporated within the Procedure as Appendix 3): Risk scoring domains have been specifically updated to incorporate a commissioner focus within each area and specifically through the introduction of a specific "Strategic Commissioning" domain. Notwithstanding this, the format and function of the domains continue to align to the CTMUHB iteration. Updates have been informed through review of NHS England risk management processes.
- **Updated Risk Appetite Statement** – (incorporated within the Procedure as Appendix 5): As above, this has been updated to incorporate a specific commissioner focus whilst retaining the same overall approach and format to that of CTMUHB.

2.2 Risk Appetite Statement and Matrix

The Attached Risk Appetite Statement and Matrix have been prepared following engagement with the SLT, Ian Green (NWJCC Chair) and NWJCC Lay Members.

The draft proposes an outline view of what the NWJCC's Risk Appetite may look like, with recommendations for approval by the JC highlighted in Orange.

Once approved, the Risk Appetite statement will operate as a tool to inform the treatment and management of the NWJCC's operational and strategic risks moving forward.

2.3 Joint Commissioning Assurance Framework ("JAF")

The JAF is presented in three parts:

- As a standalone Assurance Framework document.
- The JAF Report
- Proposed Strategic Risks

2.3.1 The JAF – As a standalone framework document

The JAF is an integral part of the system of internal control and defines the strategic/principal risks, which impact upon the delivery of the Strategic Objectives of the NWJCC. It also summarises the controls and assurances that are in place for these risks and plans to mitigate them.

Additionally, the JAF identifies and highlights gaps in controls and assurances to support the development of action plans for the closing of gaps and mitigating risk, which is subsequently monitored by the JC for implementation.

The JAF has been designed to provide JC level oversight, and it is intended that, through appropriate utilisation of the JAF, the JC can have confidence that it is providing thorough scrutiny of its role and is able to identify any gaps in assurance and take appropriate action which will support operational and strategic decision making.

The JAF has been prepared specifically for the NWJCC, with CTMUHB not having a similar, specific document. The draft shared has been informed by similar NHS Wales documentation across all Health Boards and adapted to meet the needs of the NWJCC.

2.3.2 The JAF Report

The JAF report shared aligns entirely with the CTMUHB iteration of the document, save that the document incorporates the NWJCC's Strategic Objectives. It will be used to test and assess the adequacy of the control and assurance mechanisms in place and will describe and score each risk to the achievement of the JCC's strategic aims in accordance with the JCC Risk Management Procedure.

2.3.3 Draft Strategic Risks

During the development of the Annual Plan 2026/27 the below Strategic Risks were identified as potential risks for incorporation with the JAF Report. Further detail for all potential Strategic Risks is detailed in the attached Strategic Risk Overview (Appendix 6).

- **SR1 – Financial Sustainability and Affordability**

SLT Owner: [TBC]

There is a risk that the NWJCC is unable to maintain financial balance because the plan is delivered within a no investment settlement, with recurrent underlying cost pressures, high-cost medicines growth and reliance on Commissioner and Provider efficiency savings that may not be fully deliverable, resulting in an inability to deliver financial balance in year and will impact on the planning for a balanced IMTP for the period 2027/28 – 2029/30.

Strategic objectives impacted:

- Maximise Value
- Facilitate Integration

- **SR2 – Quality, Safety and Outcomes**

SLT Owner – [TBC]

There is a risk that patient populations will not have timely access to high quality, safe and effective services within the NWJCC’s commissioning portfolio, or within new or emerging service areas, due to the 2026/27 Annual Plan being delivered in a no-investment context, with insufficient inflationary cover, rising demand and service fragility, resulting in poorer access and worse patient outcomes.

Strategic objectives impacted:

- Ensure Quality
- Improve Equity & Population Health
- Maximise Value

- **SR3 – Service Sustainability, Fragility and Equity of Access**

SLT Owner – [TBC]

There is a risk that fragile, highly specialised, nationally commissioned, and locally provided services become unsustainable or are unable to provide equitable access across Wales due to workforce shortages, constrained capacity, geographical variation and limited capital investment, resulting in service disruption, delays to care, unequal access and poorer patient outcomes.

Strategic objectives impacted:

- Ensure Quality
- Improve Equity & Population Health

- Facilitate Integration
- Maximise Value

- **SR4 – Data Quality, Analytical Capacity and Contract Management**

SLT Owner – [TBC]

There is a risk that poor data quality, inconsistent coding and limited analytical capacity undermines the NWJCC from effectively contract managing commissioned services, resulting in weak oversight, delayed intervention and unmanaged quality, activity and financial risk.

Strategic objectives impacted:

- Maximise Value
- Ensure Quality
- Reduce Duplication
- Facilitate Integration

- **SR5 – Commissioning Boundaries and Accountability**

SLT Lead – [TBC]

There is a risk that unclear commissioning boundaries between NWJCC and Health Boards will lead to gaps in accountability and unmanaged system risk, resulting in duplication, omission of services or delayed mitigation of pressures.

Strategic objectives impacted:

- Maximise Value
- Reduce Duplication
- Facilitate Integration

- **SR6 – Ambulance Commissioning Model**

SLT Lead – [TBC]

Without NHS Wales system wide improvements across service areas, including, but not limited to Ambulance Handover, delivery of preventative care in the community and other areas to increase ambulance availability, there is a risk that the NWJCC's commissioned ambulance service capacity will not deliver its intended outcomes resulting in the requirement for additional and/or alternative commissioning models that may create recurrent cost pressures for Health Boards and reduce the ability to fund other commissioning priorities.

Strategic objectives impacted:

- Ensure Quality
- Maximise Value
- Facilitate Integration
- Improve Equity & Population Health

3 RECOMMENDATIONS

Members of the PPF Sub-Committee are asked to:

- **Endorse** the Procedure
- **Endorse** the JAF and JAF report
- **Endorse** the proposed Risk Appetite Statement and Matrix; and
- **Endorse** the draft Strategic Risks for inclusion within the JAF report.

4 ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC Link to JCC Strategic Objectives(s)	Ensure Quality
	Maximise Value Reduce Duplication Improve Equity and 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 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
Dolen i Feysydd Ansawdd (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality (Duty of Quality Statutory Guidance (gov.wales))	Safe
	Equitable
	No - Not Applicable

Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	
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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: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	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: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	n/a
Cyfreithiol / Legal	National Health Service Joint Commissioning Committee (Wales) Directions 2024 National Health Service Joint Commissioning Committee (Wales) Regulations 2024	
Enw da / Reputational	There is no direct impact on the reputation of the Local Health Boards or 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.	