

Risk Ref	Risk Description	Current Risk Score (LxC)	Risk Appetite Level Applied	Within Risk Appetite Tolerance?	High Level Points
SR1	There is a risk that: We fail to deliver our role to influence a system shift to prevention, reduce health inequalities and address determinants of health.	3x3=9	Open PHW will aim to reduce all risks with an Open Appetite Level to a value of 15 or below.	Yes	Significant progress includes: <ul style="list-style-type: none"> •Launching the first prevention-based framework for health and care •Seconding expertise into Welsh Government to review prevention architecture •Supporting a system-wide assessment of preventive spend •Establishing a Prevention Advisory Group chaired by the CMO.
SR2	There is a risk that: The organisation could experience poor organisational health.	3x3=9	Willing PHW will aim to reduce all risks with a Willing Appetite Level to a value of 20 or below.	Yes	Key developments as at the 1 Feb 2026: Progress has been made with integrating strategic workforce planning in the integrated planning process in 2025/26 and integrated outcomes will be presented to BET and the Board. The focus will shift to improvement and embedding in 2026/27. At its January 2026 meeting PODCOM: Held a deep dive session into sickness absence including the outcomes of the 2025 audit into mental health support, which concluded reasonable assurance.
SR3	There is a risk that:	4x4=16	Open	No	The risk score remains at 16 as the key areas of concern continue in relation to the Sexual Health Test and Post

	We fail to deliver our contribution to excellent public health services in population health screening, infection, health protection and emergency response.		PHW will aim to reduce all risks with an Open Appetite Level to a value of 15 or below.		<p>incident, performance of the Breast screening 3 week waits for assessment, and 4 week waits for bowel screening colonoscopy.</p> <p>Additional system fragility remains in relation to the resilience of the Environmental Public Health. In addition, there are temporary business continuity arrangements within the health protection response team.</p>
SR4	There is a risk that: we fail to effectively mitigate the public health impacts of climate change on the Welsh population	2x4=8	<p>Open</p> <p>PHW will aim to reduce all risks with an Open Appetite Level to a value of 15 or below.</p>	Yes	<p>The new structure of Climate Change Programme Board has been implemented, with two subgroups having met for the first time. This governance structure is now aligned to delivery of the route map. Risk is a standing agenda item at Programme Board, with ongoing monitoring of controls and actions of both strategic and corporate risks.</p> <p>Progress is being made to understand climate threats to health through the launch of the Climate and Health Research Network and developing partnerships for climate change, for example through a national Health and Social Care Climate Emergency Leadership Day.</p>
SR5	There is a risk that: we fail to fully exploit digital and data fully to improve	4x4=16	<p>Willing</p> <p>PHW will aim to reduce all risks with a Willing Appetite Level</p>	Yes	<p>There is concern that additional demands risk destabilising delivery and could render the portfolio undeliverable. Managing the scale of change is difficult due to constraints in</p>

	public health in Wales.		to a value of 20 or below.		technical expertise, limited availability of senior management, and inconsistent levels of change management maturity across different business areas. These factors collectively increase the complexity and vulnerabilities of delivering initiatives.
SR6	There is a risk that: The organisation suffers loss of sensitive information and/or disruption to services.	3x5 =15	Cautious PHW will aim to reduce all risks with a Cautious Appetite Level to a value of 9 or below.	No	The Cyber Security risk score was reduced to 15 in February 2026, following a series of actions being implemented. Supplier Management Policy has been approved and is awaiting Welsh Language translation.