 <p> <b>GIG</b>      CYMRU  <b>NHS</b>      WALES   </p> <p>     Iechyd Cyhoeddus      Cymru      Public Health      Wales   </p>	<p> <b>Name of Meeting</b>        Board     </p> <p> <b>Date of Meeting</b>        27 November 2025     </p> <p> <b>Agenda item: 5.1</b> </p>
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<h2 style="text-align: center;">Public Health Wales Strategic Risk Register</h2>	
National Director of Health and Well-being	SR 1
Director of People and Organisational Development	SR 2
National Director of Health Protection and Screening Services/ Executive Medical Director	SR 3
National Director of Policy and International Health	SR 4
Executive Director Research, Data and Digital Directorate	SR 5
<p><b>Purpose</b></p>	
<p>Receive this revised Strategic Risk Register for the purpose of scrutiny and challenge, noting the updates to action plans and controls and progressing risk maturity going forward since the last reporting period.</p> <p>Colleagues are requested to note the inclusion of new action plans and controls, where appropriate.</p> <p><b>Appendix 1</b> includes the full risk assessments for each strategic risk.</p>	

<b>Recommendation:</b>				
APPROVE <input checked="" type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
<p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• <b>Approve</b> the change requests to the Strategic Risks.</li> </ul>				
<p><b>Link to Public Health Wales <a href="#">Strategic Plan</a></b></p> <p>Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.</p> <p>This report contributes to the following:</p>				
<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives			

<b>Summary impact analysis</b>
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<b>Equality and Health Impact Assessment</b>	No decision is required.
<b>Risk and Assurance</b>	This submission is the Strategic Risk Register.
<b>Health and Care Standards</b>	This report supports and/or takes into account the <a href="#">Health and Care Quality Standards</a> .  All themes
<b>Financial implications</b>	The financial implications of failing to manage risk effectively are significant, both in terms of the potential for loss and also the failure to capitalise on opportunities.
<b>People implications</b>	There are both Corporate and Strategic Risk(s) relating to workforce and organisational development.

## 1. Purpose

This paper updates the Business Executive Team (BET) on the key developments in the risk agenda.

This paper must be read in conjunction with the Strategic Risk Register (*Appendix 1*). The Strategic Risk Register should be considered alongside the Board Assurance Framework (BAF), the Integrated Medium-Term Plan (IMTP) and Public Health Wales Strategic Objectives.

In line with due process and the approach of all Health bodies in Wales, risks are measured against a 5x5 risk scoring matrix:

Risk Scoring Matrix					
Likelihood/ Frequency	Consequence/Impact				
	1. Negligible	2. Minor	3. Moderate	4. Major	5. Catastrophic
5. Almost Certain (91%)	5 (Moderate)	10 (High)	15 (Extreme)	20 (Extreme)	25 (Extreme)
4. Likely (61-90%)	4 (Moderate)	8 (High)	12 (High)	16 (Extreme)	20 (Extreme)
3. Possible (41-60%)	3 (Low)	6 (Moderate)	9 (High)	12 (High)	15 (Extreme)
2. Unlikely (11-40%)	2 (Low)	4 (Moderate)	6 (Moderate)	8 (Moderate)	10 (High)
1. Rare (1-10%)	1 (Low)	2 (Low)	3 (Low)	4 (Moderate)	5 (Moderate)

Organisational risk reporting provides a snapshot of a point in time, and this will continue to be an iterative process. This report outlines the strategic risk position as of **1<sup>st</sup> October 2025**. In line with the current Risk Management Policy, strategic risks are reviewed and updated every other month. As risk management processes and practice becomes more mature throughout the organisation enhanced reporting, including the measurement and impact of mitigating actions, will continue to be refined.

## 2. Risk Description, Architecture and Ownership and Changes Since the Last Reporting Period

Since the last reporting period, the work continues to mature the strategic risk architecture, controls and sources of assurance. Understanding the threats to attaining strategic objectives is key to identifying accurate strategic risks and to ensure that Board and Committee attention is focussed on the most appropriate business areas of the organisation.

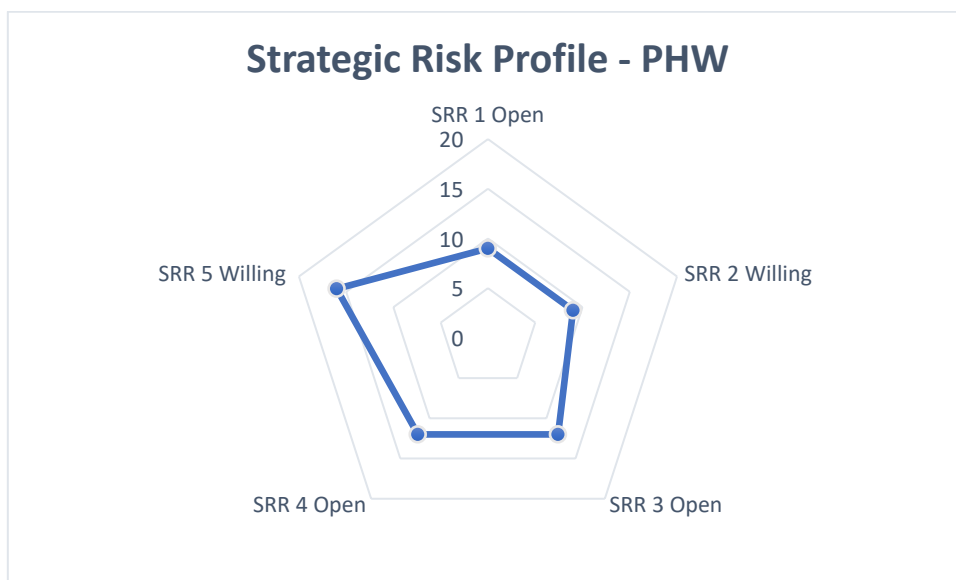
BET is reminded that a rolling programme of strategic risk deep dive sessions will commence in December 2025 starting with strategic risks 1 and 2. This will facilitate

discussions at an Executive level and enable the risk assessment template to continue to be populated as accurately as possible and will reflect the interdependencies between strategic risks and respective Directorates/Programmes of work.

There has been no change to the strategic risk scoring during the last reporting period.

### 3. Overarching Strategic Risk Profile

The below diagram provides the overarching strategic risk profile for the organisation: <sup>1</sup>



The spider diagram illustrates that the most significant area of risk remains **SRR5, we fail to fully exploit digital and data fully to improve public health in Wales.**

BET is requested to take assurance that each of the Strategic Risks are being managed within their respective agreed risk appetite threshold.

#### 3.1 Risk Appetite Reporting

BET is asked note that currently, strategic risks 1-5 are being managed within an agreed risk appetite level, with all risks incorporating a tolerance level, should the risk profile worsen.

SRR6 is currently being managed outside of its risk appetite and tolerance levels. More details on this are included in the separate paper, specifically for SRR6.

### 4. Links to the Corporate Risk Register

<sup>1</sup> The diagram does not include SRR6 as this risk is considered in private session of the Board due to the nature of the risk.



The Corporate Risk Register (CRR) reflects the most significant operational risks that impact Public Health Wales. The CRR summary table presented within this report is provided to demonstrate the synergy between the management of the Corporate and Strategic risks.

Risk Ref	Risk Description	Cause	Strategic Risk Reference
1533	There is a risk of reputational damage and failure to effectively implement the HIA statutory regulations that form part of the Public Health (Wales) Act which requires the Public Health Wales to give assistance to other public bodies carrying out health impact assessments (see Part 6 here: <a href="https://www.legislation.gov.uk/anaw/2017/2/part/6/enacted">https://www.legislation.gov.uk/anaw/2017/2/part/6/enacted</a> )	This is caused by a lack of capacity in the WHIASU team and limited knowledge, skills and capacity across PHW, outside of WHIASU, to meet the anticipated high volume of requests for assistance, guidance and training from Welsh Government, internally in PHW and externally from public bodies.	SRR1 SRR3 SRR4 SRR5 SRR6
1541	There is a risk of harm to service users and employees within PHW, specifically in relation to vulnerable groups such as children and adults, due to the absence of regular disclosure and barring service checks.	This is caused by the organisation not carrying out disclosure and barring service renewal checks in addition to the initial check that is undertaken at recruitment (whilst this is not a legal requirement it is best practice)	SRR2 SRR3
1593	There is a risk that we are unable to demonstrate that the quality standards and the Duty of Quality are embedded in all aspects of PHW business.	This is caused by organisational capacity and capability to operationalise and embed due to competing priorities.	SRR1 SRR2 SRR3 SRR4 SRR5 SRR6
1614	There is a risk that PHW Board and Committees cannot take sufficient assurance that the NHS Wales Executive is carrying	This is caused by the PHW's Assurance Framework currently being in draft form and not yet approved and	SRR2



	<p>out its functions in accordance with the governance framework of PHW. The current hosting agreement provides for an annual accountability report and for RO / AO meetings which may not provide sufficient assurance across the year</p>	<p>implemented. The new assurance framework from April will plug the risk.</p>	
1648	<p>There is a risk that Public Health Wales will lose access to Primary Care data.</p>	<p>This is caused by Audit+ (the current tool) used to gather primary care data is being discontinued in July 2024 and there will be no further support of Audit+ from March 2026.</p>	<p>SRR1 SRR3 SRR4 SRR5</p>
1678	<p>There is a risk that the organisation will fail to provide sufficient assurance that it is identifying and managing risks effectively through the endorsed Risk Management Procedure and failing to identify themes and trends.</p>	<p>This is caused by inconsistencies of appropriate utilisation of Datix across the organisation, contrary to the approved process.</p>	<p>SRR1 SRR2 SRR3 SRR4 SRR5 SRR6</p>
1758	<p>There is a risk of further service disruption due to excessive dust damaging the detectors of the mammography units on the MBSU's. 1 mobile unit is currently out of service due to this issue. 9 other units could potentially be at risk.</p>	<p>This is caused by dust entering the casing containing the image detector potentially damaging the detector, rendering the machine inoperable.</p>	<p>SRR1 SRR2 SRR3 SRR6</p>
1779	<p>There is a risk that we will lose our ability to monitor our impact due to declining survey response rates across many sources of official statistics including the National Survey for Wales, the Annual Population Survey and the Labour Force Survey.</p>	<p>This is caused by declining survey response rates across multiple sources of official statistics.</p>	<p>SRR1 SRR2 SRR3 SRR4 SRR5 SRR6</p>

1780	There is a risk that PHW are unable to deliver our digital agenda due to dependencies on national programmes, DHCW and Welsh Government.	This is caused by a lack of governance, programme management, visibility, prioritisation, effective working practices and inconsistency within our partner organisations.	SRR1 SRR2 SRR3 SRR4 SRR5 SRR6
1946	There is a risk that the organisation will fail to implement a suitable Datix Web replacement that matches the current risk maturity when the system is decommissioned in November 2027	There is no current funding allocated to procure, develop and implement a replacement system	SRR1 SRR2 SRR3 SRR4 SRR5 SRR6

## 5. Rationale for Reporting Committees

Following the revision of the Strategic Risk Register in early 2025, the strategic risks were reviewed in respect of reporting to the most appropriate Committee of the Board. In taking into consideration the scope, role and remit of each of the Committees, it was determined that it would be appropriate to ensure that the reporting of each risk was articulated through to a committee with the skills, experience and understanding to challenge and support the risk, as necessary.

Therefore, the table below depicts the distribution of the strategic risks and which Committee they are reported to, for assurance:

Strategic Risk	Assuring Committee	Rationale
<b>SRR1</b>	KRIC	This risk relates to the wider determinants of health, and a failure to influence the wider system. PHW does not have a Partnership Committee of the Board therefore, it was determined that the Knowledge, Research and Information Committee would be the most appropriate route for reporting of this risk.
<b>SRR2</b>	PODCom	This risk relates to the overarching People and Organisational Development risk therefore reported to PODCom.
<b>SRR3</b>	QSIC	This risk relates to provision of excellent public health services,

		therefore is reported to the Quality Committee.
<b>SRR4</b>	KRIC	This risk relates to the impact of climate change on public health of Wales, which relies heavily on research and information available to the organisation. Therefore, it was determined that it should report to the KRIC.
<b>SRR5</b>	KRIC	This risk relates to the failure to exploit data appropriately, therefore naturally aligns with the KRIC.
<b>SRR6</b>	ACGC	This risk relates to cyber security and is reported in private at the Board and at ACGC. ACGC also has an overarching responsibility for the review and monitoring of all strategic risks alongside providing the Board with supplementary assurance on the internal system of control, therefore has sightedness of all strategic risks.

## 6. Strategic Risks

A full assessment of all 5 Strategic Risks is provided in the attached Strategic Risk Register. The full register can be viewed at *Appendix 1*.

Please note that SRR 6 is included in a separate paper for the Private Board.

## 7. Equality Impact Assessment

No decision required.

## 8. Recommendation

Board is asked to:

- **Approve** the updates to the Strategic Risks, noting any actions recommended to be closed.