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|  <p>GIG CYMRU NHS WALES Iechyd Cyhoeddus Cymru Public Health Wales</p> | <p>Name of Meeting Board</p> |
| | <p>Date of Meeting 29 January 2026</p> <p>Agenda item: 5</p> |

| Public Health Wales Strategic Risk Register | |
|---------------------------------------------------------------|----------------------------------------------------------|
| National Director of Screening and Health Protection Services | SR 3 |
| Author: | Stuart Silcox, Assistant Director, Integrated Governance |

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| <p>Purpose</p> <p>This paper summarises the updated Strategic Risk 3 (SR3) as requested by the Board. The paper provides an overview of the revised status of SR3 after the comprehensive deep dive review at BET. This includes:</p> <ul style="list-style-type: none"> • why this risk matters; • the reassessed residual risk score against target score and score trend, including internal/external factors influencing the risk; • the latest assessment of risk appetite; • a revised assessment of existing controls and identified gaps in controls; • a summary of updated mitigating actions, timelines and accountabilities; and • expected outcomes from the deep dive. |
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| Approval/Scrutiny route: | Business Executive Team (BET) discussed and undertook a deep dive review of Strategic Risk 3 at its meeting on 20 th January 2026 as requested by the Board. |
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| Recommendation: | | | | |
| APPROVE <input 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"> • Approve the revised SR3 risk articulation, scoring and action plan as updated after the BET Deep Dive • Note the revised score of 16 which pushes out of risk appetite which is Open (with a tolerance of 15). • Take assurance that the additional detail, actions and controls support are mitigating the risk and will move it toward being back within appetite | | | | |



Link to Public Health Wales [Strategic Plan](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

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| Strategic Priority/Well-being Objective | 4 - Delivering Excellent Public Health Services |
| | All Strategic Priorities/Well-being Objectives |

Summary impact analysis

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| Equality and Health Impact Assessment | No decision is required. |
| Risk and Assurance | This submission is Strategic Risk 3 of the Strategic Risk Register. |
| Health and Social Care (Quality and Engagement) (Wales) Act | This report supports and/or takes into account the Health and Care Quality Standards . |
| Financial implications | 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. |
| People implications | There are both Corporate and Strategic Risk(s) relating to workforce and organisational development. |



1. Purpose

This paper presents a revised summary of Strategic Risk 3 (SR3) after a deep dive into the risk architecture, gaps, control and action updates which was undertaken at BET in January. This work has been undertaken in response to ongoing delivery and performance challenges in service delivery, and alongside new clinical risks and incidents which have occurred, including a number of IMTs,.

2. Background


This work reflects a deep dive into SR3 which has been undertaken in response to ongoing delivery and performance challenges in service delivery, and alongside new clinical risks and incidents which have occurred, including a number of IMTs.

The Board is reminded that a rolling programme of strategic risk deep dive sessions will be completed in early 2026. This will facilitate discussions at an Executive level and enable the risk assurance to continue to be strengthened as reflecting the interdependencies between strategic risks and respective Directorates/Programmes of work. This will also enable Executive sight and ownership of all the Strategic Risks to the organisation, and improved assurance for the Board.

The deep dive into SR3 has resulted in a strengthened set of actions and controls which can be seen in the full SR3 paper.

3. Description/Assessment

The description and status of SR3 are summarised above.

| Risk Reference and Link to Strategic Priority | Risk Description | | | |
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| SRR3 Strategic Priority 5 “Delivering excellent public health services to protect the public and maximise population health outcomes.” | There is a risk that: We fail to deliver our contribution to excellent public health services in population health screening, infection, health protection and emergency response. Caused by: <ol style="list-style-type: none"> 1. Weakness in clinical governance, clinical and administrative systems and digital processes, service planning and operational delivery. 2. Inability to maintain capacity and capability of the specialist workforce. 3. Absence of innovation and continuous quality improvement. 4. Exceedance in unplanned activities arising from unexpected acute threats to health. Resulting in: Poor quality and unsafe services, sub-optimal population health outcomes for population screening and health threats, and a breach of legal duties on Civil Contingencies and Duty of Quality. | | | |
| Executive Director Sponsor | National Director of Screening and Health Protection Services/Medical Director | | | |
| Assuring Committee | Quality, Safety and Improvement Committee | | | |
| Trend | Current Position of Risk Including Risk Appetite and Risk Decision | Position Statement – Executive Director Update | | |
|  | <table border="1"> <tr> <td>Open</td> <td>PHW is open to consider all potential options, subject to continued application and/or establishment of controls recognising that there could be a high risk of exposure.</td> </tr> </table> <p> Current Score = 16 Target Score = 6 Risk Appetite Level Applied = Open, therefore, now outside tolerance level. </p> | Open | PHW is open to consider all potential options, subject to continued application and/or establishment of controls recognising that there could be a high risk of exposure. | <p>The risk score has been increased from 12 to 16 following BET review to reflect heightened organisational exposure arising from the recent Sexual Health Service incident. The screening performance risks remain. The score will be reduced when sustained improvement and assurance are evidenced.</p> |
| Open | PHW is open to consider all potential options, subject to continued application and/or establishment of controls recognising that there could be a high risk of exposure. | | | |

Following a recent review led by the Executive Director Sponsor, **National Director of Screening and Health Protection Services/Medical Director**, the residual risk score for SR3 has increased from 12 to 16 (highly likely 4 x major 4). This is due to ongoing performance challenges, especially in screening programmes (Bowel, Diabetic Eye, Breast Test Wales), as well as a number emerging operational and clinical risks, and IMTs which are impacting on ability to deliver excellent services.

4. Links to Corporate Risk Register

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 SR3.

| Risk Ref | Risk Description |
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| 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: https://www.legislation.gov.uk/anaw/2017/2/part/6/enacted) |

| Risk Ref | Risk Description |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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. |
| 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. |
| 1648 | There is a risk that Public Health Wales will lose access to Primary Care data. |
| 1678 | 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. |
| 1758 | 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. |
| 1780 | There is a risk that PHW are unable to deliver our digital agenda due to dependencies on national programmes, DHCW and Welsh Government. |
| 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 |

5. Recommendation

The Board is asked to:

- Approve the revised SR3 risk articulation, scoring, strengthened actions and assurance as updated after the BET Deep Dive.
- Note the revised score which pushes it out of risk appetite which is Open (with a tolerance of 15).
- Take **assurance** that the additional detail, actions and controls support are mitigating the risk and will mitigate risk and move it toward being back within appetite.