



 <p data-bbox="395 394 523 539"><b>GIG CYMRU NHS WALES</b></p> <p data-bbox="560 394 826 539">Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p data-bbox="1129 383 1401 416"><b>Name of Meeting</b></p> <p data-bbox="1098 421 1401 524">Audit and Corporate Governance Committee</p> <p data-bbox="1145 528 1401 562"><b>Date of Meeting</b></p> <p data-bbox="1230 566 1401 600">7 May 2026</p> <p data-bbox="1193 604 1401 638"><b>Agenda item:</b></p> <p data-bbox="1353 642 1401 676">9.1</p>
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<b>Corporate Risk Register</b>	
<b>Executive lead:</b>	Claire Birchall, Nursing, Quality and Integrated Governance
<b>Author:</b>	Bethan Osborne, Risk Manager

<b>Approval/Scrutiny route:</b>	Corporate Risks are scrutinised and updated by the relevant Directorate Senior Leadership Teams. All Executives have had sight of the Corporate Risk Register via BET.
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<b>Purpose</b>
The Leadership Team have delegated responsibility to scrutinise the Corporate Risk Register on behalf of the Business Executive Team and ensure the ongoing management of corporate risks. This paper provides the corporate risks and any notable updates.

<b>Recommendation:</b>				
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
<p data-bbox="204 1458 1086 1491">The Audit and Corporate Governance Committee is asked to:</p> <ul data-bbox="244 1496 1318 1570" style="list-style-type: none"> <li data-bbox="244 1496 1318 1570">• Take <b>assurance</b> that the Corporate Risk Register is being scrutinised appropriately.</li> </ul>				



**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:

<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives

**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	No decision required.
<b>Risk and Assurance</b>	This submission is the Corporate Risk Register.
<b>Health and Social Care (Quality and Engagement) (Wales) Act</b>	This report supports the implementation of the Health and Social Care (Quality and Engagement) (Wales) Act, in relation to the Duty of Quality and Candour by ensuring that the organisations most significant risks are being managed appropriately. They relate to all the Health and Care Quality Standards.
<b>Financial implications</b>	The financial implications of failing to manage corporate risk effectively are significant, both in terms of the potential for loss and also the failure to capitalise on opportunities.
<b>People implications</b>	The people implications of failing to manage corporate risks effectively are significant, both in terms of the potential implications to staff and also the failure to capitalise on the effective deployment of the workforce.



## 1. Purpose / situation

This paper summarises the organisation's corporate risks highlighting any significant updates that require further discussion and any proposals for the escalation/de-escalation of risks onto or from the Corporate Risk Register. The Corporate Risk Register details the highest-level operational risks that are being managed on a day-to-day basis by relevant Directorate Senior Leadership Teams and their associated Executives. Leadership Team consideration provides assurance to the relevant Committees and the Board that corporate risks are being effectively identified and managed.

## 2. Background

The Corporate Risk Register is submitted to the Leadership Team to ensure compliance with the organisation's Risk policy and procedure. Where corporate risks are in part addressing any strategic risks, these linkages are referenced through the risk reporting template on the electronic risk management system. If further assurance or detail is required in respect of interdependencies between strategic and corporate risk registers, this can be requested through the risk management team.

## 3. Description/Assessment

The Corporate Risk Register was submitted to the Leadership Team on the 23<sup>rd</sup> April 2026. The following significant points have been summarised to indicate the outcome of the decision making at Leadership Team.

### **New risks proposed to be accepted onto the Corporate Risk Register**

- None

### **Existing risks proposed to be accepted onto the Corporate Risk Register**

- None.

### **Risk proposed to be de-escalated**

- None.

### **Risk closed**

None.



## Changes to Risk Scores

- **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.

Proposed that the residual likelihood score be **reduced** from **15** to **12**. This is due to enhanced cleaning now in place and the use of external generators and air purifiers as necessary.

- **2003** - There is a risk that: Public Health Wales may not achieve our net zero target by 2030 and the carbon negative target by 2035 as set out in the Public Health Wales Long Term Strategy.

Proposed that the residual likelihood score be **reduced** from **15** to **12**. This is as a result of the new climate response plan being approved by the Board on the 26<sup>th</sup> March.

## Current Risks on the Corporate Risk Register

- **1533** - There is a risk of reputational damage and failure to effectively implement the Health Impact Assessment statutory regulations that form part of the Public Health (Wales) Act which requires Public Health Wales to give assistance to other public bodies carrying out health impact assessments.

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.

This would result in PHW not being able to fulfil its statutory duties either as a public body carrying out HIAs nor as a body which is required to provide assistance to other public bodies, as well as ineffective implementation of the regulations leading to missed opportunities to reduce inequalities and improve and protect public health in Wales.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
16	9	4

### Progress Update

Guide was published and webinar occurred as planned. 19/03/2026 Training session provided by Future Gen Office to public bodies. Board



Development Session planned for April 30th. LG to do a UK-wide guide on the regulations, this is pending.

**Summary of Leadership Team Discussion**

It was noted that the overall risk progress details a UK wide guide on the regulations is pending but not recorded in the action plan. It was agreed to request this be done to provide an anticipated date for completion. Leadership Team were content with the management of the risk.

- **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).

This would result in the potential misuse of position of trust, resulting in abuse of service users and potentially employees. Detrimental and adverse impact on levels of public confidence and credibility. Financial implications relating to claims made against the organisation.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
15	10	5

**Progress Update**

Compliance with the DBS Update Service requirement continues to improve, with almost 500 colleagues now subscribed. There are currently around 90 outstanding cases. Those remaining have been given a final deadline of next week to complete the required actions. Following this, an escalation report will be provided to Executive Directors (via Claire Birchall) to support final compliance. It is anticipated that following escalation, the majority of outstanding cases will be resolved within a further week. Subject to this, the risk will be reviewed for closure shortly after.

**Summary of Leadership Team Discussion**

Leadership Team were content with the management of the risk.

- **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.



This will result in noncompliance with the legislative requirements, and a lack of progress in strengthening quality improvement and governance in the delivery of safe services, programmes and functions.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
9	6	2

### Progress Update

Risk reviewed and actions updated along with completion due date.

### Summary of Leadership Team Discussion

Leadership Team were content with the management of the risk.

- **1648** - There is a risk that Public Health Wales will lose access to Primary Care data.

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.

This would result in the loss of Audit+ without a replacement equivalent service would lead to PHW being unable to meet its statutory responsibilities.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
20	12	2

### Progress Update

PHW are in communication with DHCW regarding the timeline for delivery of the Audit + replacement but we still have not received a plan. An escalation has been raised to DHCW to request that they share a plan, including the timeline and the expectations on PHW.

### Summary of Leadership Team Discussion

Leadership Team were content with the management of the risk. It was noted that until it is known which suppliers Primary Care will employ, the actions remain outstanding, as such their due dates have reflected this.

- **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.

This is caused by inconsistencies of appropriate utilisation of Datix across the organisation, contrary to the approved process.



This would result in a loss in Board confidence and the omission of reportable risks at all levels. It could also cause failure to instigate improvement projects resulting in potential harm to service users, reputational damage and adverse financial implications.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
15	15	4

### Progress Update

Following recent incidents, the lessons learned have been used to highlight the importance of recording all incidents on Datix with sufficient detail. Staff involved in these incidents have received additional training and support in use of Datix.

### Summary of Leadership Team Discussion

Leadership Team were content with the management of the risk.

- **1758** - There is a risk of further service disruption due to excessive dust damaging the detectors of the mammography units on the Mobile Breast Screening Units. 1 mobile unit is currently out of service due to this issue. 9 other units could potentially be at risk of failure.

This is caused by dust entering the casing containing the image detector potentially damaging the detector, rendering the machine inoperable.

This would result in delayed and cancelled breast screening appointments, exceeding the 36 month round length screening time, reputational risk and adverse financial implications (detector costs circa 62k).

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
16	12	2

### Progress Update

Risk score reduced after discussion at BTW IMT on 02.04.26. Financial contingency available for remedial work on the mobiles. Actions have been collated from SIT recommendations, further update to follow. Active management of issues is ongoing.

### Summary of Leadership Team Discussion

Leadership Team were content with the management of the risk.

- **1779** - There is a risk that PHW will lose our ability to monitor its 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.



This is caused by declining survey response rates across multiple sources of official statistics.

This would result in the inability to monitor our impact and losing the insight to be able to manage our resources effectively and be able to take evidence informed decisions about managing our services.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
15	12	6

### Progress Update

Risk reviewed. HLE publications confirmed, WG have published their plan for re-starting and improving the National Survey for Wales. Controls and Action Plan have been updated. No change to scores or mitigations.

### Summary of Leadership Team Discussion

Leadership Team were content with the management of the risk. It was noted that alternative sources of data are being investigated in addition to continuing to monitor ONS publications. As such, the outstanding action's due date have been changed to reflect this.

- **1946** - There is a risk that the organisation will fail to implement a suitable Datix Web replacement that matches it's current risk maturity when the system is decommissioned in November 2027.

This is caused by no current funding allocated to procure, develop and implement a replacement system.

This will result in a failure to effectively manage risks resulting in inability to achieve strategic objectives.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
12	12	6

### Progress Update

Work continues to develop our specification for a replacement risk management module which may be part of an All Wales solution. This follows completion of an initial scoping exercise in March 2026. Assistant Director of Integrated Governance meeting with Welsh Risk Pool in early May.

### Summary of Leadership Team Discussion

Leadership Team were content with the management of the risk.

- **2003** - There is a risk that Public Health Wales will fail to achieve our net zero target by 2030 and the carbon negative target by 2035 as set out in the Public Health Wales Long Term Strategy.



This is caused by the inability to accurately measure our carbon emissions for all activities undertaken within Public Health Wales and to understand where we can make the greatest impact to reduce carbon emissions. Inadequate pace and scale of organisational response to reduce our carbon footprint over the next five years. Failure to effectively engage staff in our carbon reduction work across the organisation. Lack of dedicated decarbonisation resources across the organisation and failure to prioritise resources across the organisation to implement actions that would make a measurable difference to the reduction of our carbon emissions. Potential need for future investment in response to emerging threats and incidents similar to the Covid-19 pandemic response which will increase our emissions. Decisions not always prioritising the impact on the environment.

This will result in a failure to achieve net carbon zero by 2030. As a result of not being able to measure carbon emissions accurately, it is also likely that our current carbon emissions may be significantly underestimated providing a false position for Public Health Wales on its progress to net zero.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
16	12	4

### Progress Update

Reviewed at Climate Change Programme Board on 10th March. Our 2026-2028 Climate Response Plan was approved by Board on 26th March with the ask to report on progress in a years' time. This will form a further mitigation measure.

### Summary of Leadership Team Discussion

Leadership Team were content with the management of the risk.

- **2076** - There is a risk that PHW is unable to meet the legal duties set out in the Equality Act 2010/Public Sector Equality Duty and respond to the needs of the population. It may be unable to enable and demonstrate full compliance with the newly published Accessible Information Standards.

This is caused by the lack of an organisational capacity with overall responsibility for Equality, Diversity & Inclusion to ensure both a strategic and coordinated approach and that an associated infrastructure is in place to respond to the needs of the population.

The impact will be a fragmented approach to Equality & Inclusion work within PHW and non-compliance with the Public Sector Equality Duty (PSED) including:

- submission of the Annual Equality Report;



- development of the Strategic Equality Plan and its implementation;
- the implementation and monitoring of compliance with the Wales Accessible Information Standards (AIS); and
- completion of Welsh Government returns such as the Anti-Racist Wales Action Plan, Dementia Action Plan and Learning Disability Action Plan.

This risk may also further impact on strategic risk 2 if not addressed.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
12	9	4

### Progress Update

Risk reviewed and actions updated. Until infrastructure established and training completed this risk remains at the current score.

### Summary of Leadership Team Discussion

Leadership Team were content with the management of the risk.

- **2143** - There is a risk that we will be unable to deliver an effective long-term sustainable and excellent Environmental Public Health service to the population of Wales.

This is caused by United Kingdom Health Security Agency (UKHSA) withdrawing from existing informal arrangements to support front line service provision meaning that the Environmental Public Health Service will need to be solely responsible for frontline response both in and out of hours, exacerbating resource capacity issues within the team.

This could result in a negative impact on the quality of Environmental Public Health service delivered to the population of Wales, the Environmental Public Health Team and its constrained resource and on business continuity arrangements.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
16	12	3

### Progress Update

Currently working internally and with external partners to derive short and longer term sustainable plans.

### Summary of Leadership Team Discussion

Leadership Team were content with the management of the risk.

- **2144** - There is a risk that service users may have a clinical procedure undertaken or make decisions on planned care without being fully informed if the All-Wales consent process is not adhered to. This could be



from direct service delivery in PHW or as a result of national advice & guidance being published by PHW without taking consent and decision making into consideration.

This is caused by clinicians or PHW staff not following the latest guidance as detailed in the All-Wales consent and decision-making policy and procedure.

The impact might be poor quality service, service user harm, adverse financial implications (claims) and reputational damage.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
12	9	4

**Progress Update**

Risk reviewed and actions updated. Until infrastructure established and training completed this risk remains at the current score.

**Summary of Leadership Team Discussion**

Leadership Team were content with the management of the risk.

**Additional Discussion at Leadership Team**

It was agreed that a schedule of deep dives for the corporate risks would be created as per an action from a previous Leadership Team meeting. Originally the risks relating to the potential failure to achieve the net zero and carbon negative targets was going to be considered first but due to the potential change in Government which could alter the national standpoint, this would be pushed back until clarity is reached.



### 3.1 Well-being of Future Generations (Wales) Act 2015

*This work has been put together following the five ways of working, as defined within the sustainable development principle in the Act, in the following ways:*

Hirdymor		Long Term	<i>The effective management of corporate risks supports the longevity of the organisation</i>
Atal		Prevention	<i>The effective management of corporate risks reduces the likelihood or consequence of harm being realised.</i>
Integreiddio		Integration	The identification and management of risks are integrated into decision making activities.
Cydwethio		Collaboration	Owners of corporate risks collaborate within their areas and any relevant Directorates to manage risks effectively.
Cynnwys		Involvement	Senior Managers engage with relevant colleagues to ensure staff are empowered to raise risks.

### 4. Recommendation

The Audit and Corporate Governance Committee is asked to:

- Take **assurance** that the Corporate Risk Register is being scrutinised appropriately.