



 <p>GIG CYMRU NHS WALES Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p>Name of Meeting Audit and Corporate Governance Committee</p> <p>Date of Meeting 08/05/2025</p> <p>Agenda item: 7.1</p>
---	--

Corporate Risk Register	
Executive lead:	Claire Birchall, Nursing, Quality and Integrated Governance
Author:	Bethan Osborne, Risk Manager

Approval/Scrutiny route:	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.
---------------------------------	--

Purpose
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 from Leadership Team to provide assurance to the Audit and Corporate Governance Committee.

Recommendation:				
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
<p>The Audit and Corporate Governance Committee is asked to:</p> <ul style="list-style-type: none"> Take assurance of the management of the Corporate Risk Register. 				



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:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives

Summary impact analysis

Equality and Health Impact Assessment	No decision required.
Risk and Assurance	This submission is the Corporate Risk Register.
Health and Social Care (Quality and Engagement) (Wales) Act	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.
Financial implications	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.
People implications	There are associated risks on the CRR related to DBS and resources to deliver the Strategic Plan.



1. Purpose / situation

This paper presents the organisation’s corporate risks highlighting any significant updates that required further discussion and any proposals for the escalation/de-escalation of risks from or onto 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 accompanying Corporate Risk Register is the latest draft scheduled to be submitted to Leadership Team on the 30th April for consideration and approval. There are nine risks on the Corporate Risk Register with three additional risks that have been proposed to be escalated onto the register.

3. Description/Assessment

The following significant points were noted.

Current Risks on the Corporate Risk Register

- **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. This will be 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. The WHIASU team consists of 3.3 WTE and a Consultant providing strategic leadership. The impact might be that PHW will not be 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



Risk Owner Update – A workshop with Welsh Government, identified further project slippage, likely not to go for review until November, rather than September. Some items requested are not currently deliverable by WHIASU. Some of this ask could be shared across PHW. A transition plan to follow from Welsh Government detailing the requirements. Any notable changes/updates following review and approval by Leadership Team will be verbally provided at the Audit and Corporate Governance Committee.

- **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. Whilst this is not a legal requirement, best practice indicates that Disclosure and Barring Service renewal checks are carried out on employees, further to the initial check that is undertaken at recruitment. The impacts might be 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

Risk Owner Update – The risk was discussed and reviewed at the People and Organisational Development Senior Management Team on the 20th March. It is indicated that the management of the risk remains on target to complete the remaining action by the due date. Any notable changes/updates following review and approval by Leadership Team will be verbally provided at the Audit and Corporate Governance Committee.

- **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 will be caused by organisational capacity and capability to operationalise and embed due to competing priorities. The impact will be 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

Risk Owner Update – The risk was last reviewed by Leadership Team on the 20th March and members were content with the management of the risk. Any notable changes/updates following review and approval by Leadership Team will be verbally provided at the Audit and Corporate Governance Committee.



- **1596** - There is a risk that the organisation may not have the capacity or resources necessary to effectively deliver the long-term strategic plan. This is caused by a challenging political and financial landscape, which includes staff time being redirected to contribute to the (Covid) public enquiry and an unstable industrial relations climate. Inability to deliver the long-term strategy due to absence of strategic workforce planning. The impact might be the inability to deliver the long-term strategy due to absence of strategic workforce planning.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
16	12	8

Risk Owner Update – The risk was last reviewed by Leadership Team on the 20th March, it was agreed that a deep dive will be scheduled for a future meeting to consider the risk. Any notable changes/updates following review and approval by Leadership Team will be verbally provided at the Audit and Corporate Governance Committee.

- **1614** - There is a risk that PHW Board and Committees cannot take sufficient assurance that the NHS Wales Executive is carrying 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. The cause is that PHW's Assurance Framework is currently in draft form, not yet approved and implemented. The new assurance framework from April will plug the risk. The impacts might be sanctions imposed in accordance with Legislative/Regulatory Compliance, reputational damage, financial implications and data security vulnerabilities.

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

Risk Owner Update – The risk was last reviewed by Leadership Team on the 20th March. A key mitigation is the schedule which has been embedded in the updated Hosting Agreement. The Hosting Agreement is being submitted to Board on the 27/03/2025 for consideration and approval. If approved, the residual risk scoring can be reduced with the risk proposed to be de-escalated onto the Directorate Risk Register in order to tolerate and monitor the risk to ensure the NHSWE are adhering to the schedule. Any notable changes/updates following review and approval by Leadership Team will be verbally provided at the Audit and Corporate Governance Committee.

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

Risk Owner Update – The risk has been reviewed by the National Director for Public Health Knowledge and Research on the 14th April. An addition action to address the risk has been identified to start a programme of work to ensure that all regular reports from Audit+ are migrated to the NDR by DHCW, and that any new requirements are developed in the NDR by either PHW or DHCW. In light of this the current risk score has increased from 3 to 12, to reflect the action needed and progress against it. The risk is due to be considered at the DDDA on the 17th April and a verbal position statement will be presented to the Leadership Team on the 30th April. Any notable changes/updates following review and approval by Leadership Team will be verbally provided at the Audit and Corporate Governance Committee.

- **1677** - There is a risk that the integrity of the data for recording risks to evidence robust risk management will be compromised. This is caused by less functionality in Datix Cloud in comparison to Datix Web. In addition, Datix Cloud does not include PHW/NHSWE specific requirements. The effect might be a failure to effectively manage risks resulting in inability to achieve strategic objectives.

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

Risk Owner Update – The risk was last reviewed at Leadership Team on the 20th March. Members were content with the management of the risk with actions identified. Any notable changes/updates following review and approval by Leadership Team will be verbally provided at the Audit and Corporate Governance Committee.

- **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. The effect might be a loss in Board confidence and omission of reportable risks at all levels. In addition, a failure to instigate improvement projects resulting in potential harm to service users, reputational damage and financial implications.



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

Risk Owner Update – The risk was last reviewed at Leadership Team on the 20th March. Members were content with the management of the risk with actions identified. Any notable changes/updates following review and approval by Leadership Team will be verbally provided at the Audit and Corporate Governance Committee.

- **1531** - There is a risk that we will fail to exploit data to inform and direct public health action and interventions. This will be caused by data being held in silos (across NHS Wales), difficulty accessing the data and inability to access to provide the impact on public health. This will result in a failure to optimise the use of data and drive improvements in Public Health outcomes in Wales and increased information governance risk (due to the methods in which data is shared) within Public Health Wales.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
20	16	12

Risk Owner Update – The risk has been reviewed by the National Director for Public Health Knowledge and Research on the 14th April. The risk is due to be considered with the DDDA on the 17th April to consider the risk moving to the Strategic Risk Register. A verbal position statement will be presented to the Leadership Team on the 30th April following the DDDA. Any notable changes/updates following review and approval by Leadership Team will be verbally provided at the Audit and Corporate Governance Committee.

Risks proposed to be added to the Corporate Risk Register

The following risks have been proposed to be escalated onto the Corporate Risk Register and will be considered for acceptance at the Leadership Team on the 30th April.

- **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. If the dust enters the casing containing the image detector it can damage the detector rendering the machine inoperable. The impact will be Delayed and cancelled breast screening appointments (>36 month round length), reputational damage and financial implications (detector costs circa 62k).

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



Rationale for escalation – Following a gateway review of the BTW Mobile units, an Incident Management Team (IMT) was established to provide corporate oversight and ensure the implementation of the report's recommendations. The IMT believes the associated risk should now be included in the corporate risk register, maintaining a centralised approach until the division is able to manage them independently. Following review and approval by Leadership Team a verbal update will be provided at the Audit and Corporate Governance Committee.

- **1758** - 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. If PHW are unable to monitor its impact then it will lose the oversight to be able to manage resources effectively and be able to make evidence informed decisions about managing our services.

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

Rationale for escalation – This risk has been identified and has a significant dependency to external data sources. However, the impact across PHW will affect data provision and thus affect evidence-based decision making to ensure resources and services meet the needs of supporting the population health in Wales. The external mitigations may take 1-2 years or more to be addressed. Following review and approval by Leadership Team a verbal update will be provided at the Audit and Corporate Governance Committee.

- **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 its partner organisations. This will result in failure to deliver PHW programmes as its dependencies are not delivered by its partners.

Inherent Risk Rating	Residual Risk Rating	Target Risk Rating
16	16	6

Rationale for escalation – This risk is recommended to be managed as a corporate risk due to the significant dependency PHW have with DHCW, WG and National Programmes to deliver PHW digital and data strategy and route map, and our ability to drive the priority agenda. Following review and approval by Leadership Team a verbal update will be provided at the Audit and Corporate Governance Committee.



Risks de-escalated from the Corporate Risk Register

- None

Risks closed from the Corporate Risk Register

Since the Corporate Risk Register was last submitted to the Audit and Corporate Governance Committee, the following risk was closed.

- 1708 - There is a risk that service capabilities and capacity may be reduced due to an increase in frontline staff sickness relating to seasonal illness. This is caused by poor clinical and administrative processes within the occupational health service provision to identify JVCI defined staff members to be vaccinated and uptake of the vaccine by those staff. The impact might be a delay in service users accessing services and frontline staff being inadequately protected from contracting a seasonal illness.

Rationale for closure – The risk was reviewed by Leadership Team on the 20th March. The proposal to close the risk was approved as we move into Spring with seasonal illnesses on the decline. It is noted that there will be lessons learnt from this year’s programme which will inform the approach for the coming year which has been captured and managed on a Directorate Risk Register.

Changes to Risk Scores on the Corporate Risk Register

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

The residual risk score has been **increased** from 3 to 12.

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

The effective management of corporate risks supports the longevity of the organisation



Atal

Prevention

The effective management of corporate risks reduces the likelihood or consequence of harm being realised.



Integreiddio

Integration

The identification and management of risks are integrated into decision making activities.



Cydweithio

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 appropriately managed.