

 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p> Name of Meeting Knowledge, Research and Information Committee Date of Meeting 17 March 2026 Agenda item 2.5.1 </p>
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Public Health Wales Strategic Risk Register	
National Director of Health and Well-being	SR 1
National Director of Policy and International Health	SR 4
Director of Knowledge and Research	SR 5
Purpose	
<p>Receive the update to the Strategic Risks 1,4 and 5 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>The full risk assessments for each strategic risk have been included.</p>	

Recommendation:				
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
The Committee is asked to:				
<ul style="list-style-type: none"> • Take assurance on the management of Strategic Risk within the Organisation. 				
Link to Public Health Wales Strategic Plan				
<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>				
Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives			

Summary impact analysis	
Equality and Health Impact Assessment	No decision is required.
Risk and Assurance	This submission is the Strategic Risk Register.



Health and Care Standards	<p>This report supports and/or takes into account the Health and Care Quality Standards.</p> <p>All themes</p>
Financial implications	<p>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.</p>
People implications	<p>There are both Corporate and Strategic Risk(s) relating to workforce and organisational development.</p>

1. Purpose

This paper updates the Committee on the key developments in the risk agenda.

This paper must be read in conjunction with the Strategic Risk Register. The Strategic Risk Register should be considered as a source of assurance in conjunction with the Board Assurance Framework (BAF), the Integrated Medium-Term Plan (IMTP) and Public Health Wales Strategic Objectives.

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 for strategic risks 1,4 and 5 as of **1st December 2025**. In line with the current Risk Management Policy, strategic risks are reviewed and updated every other month, however, the Committee is asked to acknowledge that the organisational risk profile and landscape is iterative, and work is always ongoing to manage the identified strategic risks to the organisation.

The Committee is reminded that a rolling programme of strategic risk deep dive sessions will commence in early 2026. SRR3 is complete, with a plan to review SRR1 on 18 February 2026.

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

2. Risk Appetite Reporting

The Committee is asked note that strategic risks 1,4, and 5 are being managed within an agreed risk appetite level, with all risks incorporating a tolerance threshold, should the risk profile worsen.

3. Links to the 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 Strategic risks.

Risk Ref	Risk Description	Cause	Strategic Risk Reference
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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)	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 SRR4 SRR5 SRR6
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 SRR4 SRR5 SRR6
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.	SRR1 SRR3 SRR4 SRR5
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.	SRR1 SRR4 SRR5 SRR6
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.	This is caused by dust entering the casing containing the image detector potentially damaging the detector, rendering the machine inoperable.	SRR1 SRR6
1779	There is a risk that we will lose our ability to monitor our	This is caused by declining survey response rates across	SRR1 SRR4

	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.	multiple sources of official statistics.	SRR5 SRR6
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 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 SRR4 SRR5 SRR6

4. Strategic Risks

A full assessment of Strategic Risks 1, 4, and 5 is provided in the attached papers.

5. Equality Impact Assessment

No decision required.

6. Recommendation

The Committee is asked to:

- **Take assurance** on the management of Strategic Risk within the Organisation.