

CORPORATE RISK REGISTER - 11.09.2025 v2				RISK ARTICULATION			INHERENT SCORING			CONTROLS			RESIDUAL (CURRENT) SCORING			DECISION	OVERALL RISK PROGRESS	ACTION PLAN			TARGET SCORING		
Date ID	Risk Theme	Identification Date	Executive Sponsor	Directorate	Risk Description	Cause	Effect	Likelihood	Consequence	Rating	Key Controls	Likelihood	Consequence	Rating	Decision	Progress	Action Summary	Action Due date	Action Done date	Progress	Likelihood	Consequence	Rating
1533	Adverse Publicity	14/06/2023	PHW - National Director of Policy and International Health	Policy and International Health	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/wa/2017/22/part/6/madeand">https://www.legislation.gov.uk/wa/2017/22/part/6/madeand</a> )	This is caused by a lack of capacity in the WIMSU team and limited knowledge, skills and capacity across PHW, outside of WIMSU, 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 HIA's or 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.	4 Highly Likely	4 Major	16	Action plan is now in place to support low level risk  Temporary changes have been put in place to bolster the WIMSU team as it delivers its IMTP activities as well as a prep for the duty. A highly experienced Band 7 is remaining as part of retiree and return to a NMT from 01/10/2025. Other preparations include revamping training, providing quarterly network of Practice meetings and masterclasses, mapping the stakeholder landscape and writing guidance and FAQs for example.	3 Likely	3 Moderate	9	Treat	15.08.2025 - Feedback received from Welsh Government, revisions are in hand. PHW Board meeting in October to review. E-Learning has had a soft launch. Regulatory impact Assessment has been developed and shared with Health Minister. Regulations to come into place April 6th 2027, with a year for transition to prepare for this date. Guide to be published Jan 2026.	A comprehensive workplan will be further developed to increase engagement, training, capability and capacity building and to the further develop the guidance to support the requirements of the legislation by end of Q3	31/10/2025		This action is ongoing, however the publication of the legislation has been delayed.  14/05/2025 - A comprehensive workplan has been drawn up. A Paper has been shared with BET for assurance. Welsh Government has established a HIA Project Board with PHW as the key partner. Capacity and timeframes will be discussed as part of the ongoing meetings. Planning continues including finalising the new guidance, capacity building in the system and updating training materials in line with the new regulations.	2 Unlikely	2 Minor	4
1541	Patients and Clients (Clinical) Risks	06/07/2023	PHW - Director of People and Organisational Development	People and Organisational Development	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 checks that is undertaken at recruitment (which 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 potential harm to employees. Reputational and adverse impact on levels of public confidence and credibility. Financial implications relating to claims made against the organisation.	3 Likely	5 Critical	15	Appointment of DBS Compliance officer to undertake organisational position number cleansing Policies and Procedures in place for recruitment and safeguarding recruitment process indicates the correct level of DBS check for the position number DBS guidance available for managers and online tool to ensure correct level of DBS check completed on successful appointment of new starters Quarterly reporting of DBS compliance checks for new starters discussed at PHW safeguarding group for assurance Named Lead for Safeguarding in post for managers to access for safeguarding enquiries associated with safe recruitment ESR Mandatory safeguarding training for adults, children and appropriate level of training reported monthly to managers DBS audit completed and actions in place to improve the management of risk for established staff Safeguarding incidents reviewed by PTR team and named lead for safeguarding and escalated as required All Safeguarding incident and concerns reported and reviewed at the quarterly safeguarding group and themes identified Availability of DBS workshops advertised on PHW's intranet	2 Unlikely	5 Critical	10	Treat	03.09.2025 - The remaining action was reviewed. The planned date for implementation is 1 October	Subscription to DBS Update service that will provide repeat checks	01/10/2025		We are moving to the DBS Update service and the action will remain open until the update service is adopted.	1 Highly Unlikely	5 Critical	5
1614	Statutory Duty	17/01/2024	PHW - Board Secretary	Board Business Unit	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 RD/AD meetings which may not provide sufficient assurance across the year	This is caused by the PHW's Assurance Framework currently being in draft form and not yet approved and implemented. The new assurance framework from April will plug the risk.	This will result in sanctions imposed in accordance with Legislative/Regulatory Compliance, Reputational damage, Financial implications and data security vulnerabilities	3 Likely	3 Moderate	9	ad hoc meetings to discuss and manage risks/issues, Hosting Agreement meetings (six monthly)	2 Unlikely	3 Moderate	6	Tolerate	06.09.2025 - NHS Performance and Improvement Hosting Agreement has been finalised and endorsed by BET for submission to Board on 25 September for final approval. This risk will be proposed for closure following this approval, as the agreement will be in place, along with a confirmed assurance schedule.				2 Unlikely	3 Moderate	6	
1648	Statutory Duty	24/06/2024	PHW - National Director for Public Health Knowledge and Research	Research, Data and Digital	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 2025.	This would result in the loss of Audit+ without a replacement equivalent service would lead to PHW being unable to meet its statutory responsibilities.	5 Almost certain	4 Major	20	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. Managed via the DARC Programme. Requirement merged with Lung Screening and on DHCW list of action DHCW have committed that those services that are current users will be unaffected.	3 Likely	4 Major	12	Treat	04.09.2025 - Sam Hall, Director of Primary and Mental Health, DHCW are recommending public briefings and migrations. Plans and assessment to be uploaded into this risk as supporting documentation by 30 November 2024.  To update the Business Continuity Impact Assessment and Business Continuity Plans, to reflect the impact of Audit+ removal/not updating and migrations. Plans and assessment to be uploaded into this risk as supporting documentation by 30 November 2024.  A data processor to provide a data extraction product that supports the current data analysis, and visualisation needs for Wales. DHCW commit to continuity of support for all EXISTING CURRENT Audit+ use cases. Other cases need to apply to using the DCS form. Deep Dive scheduled for DDDA in September 2025.	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. Check progress milestone in July 2025.	31/07/2025	04/09/2025	Engagement with NDR Team has now commenced. New requirements have risen from Lung Screening and Tackling Diabetes Together programmes. There is a need to document all data required to feed into NDR team. Programme to update via DDDA - action closed	1 Highly Unlikely	2 Minor	2



1946	Finance	23/07/2025	PHW - Executive Director of Nursing, Quality and Integrated Governance	Nursing, Quality and Integrated Governance	There is a risk that the organisation will fail to implement a suitable Data 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	This would result in a failure to effectively manage risks resulting in inability to achieve strategic objectives.	3 Likely	4 Major	12	None	3 Likely	4 Major	12	Treat	Discussed at NDIG SMT on 28th July 2025, and decision was made to escalate to Leadership Team to request for this risk to be included on the Corporate Risk Register, as the impact of this risk were it to be realised, is organisational wide.	Submission to DDDA for agreement of way forward contained within the options appraisal document.	31/12/2025				2 Unlikely	3 Moderate	6
																Funding bid submitted		31/12/2025						
																Recruitment of fixed term Project Manager		29/08/2025	10/09/2025	Completed				