 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p>Name of Meeting People and Organisational Development Committee</p> <p>Date of Meeting 20 January 2026</p> <p>Agenda item 3</p>
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<h2 style="text-align: center;">Public Health Wales Strategic Risk Register</h2>	
Director of People and Organisational Development	SR 2
<p>Purpose</p> <p>Receive this revised Strategic Risk Register 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>Colleagues are requested to note the inclusion of new action plans and controls, where appropriate.</p> <p>Appendix 1 includes the full risk assessment.</p>	

Recommendation:				
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
<p>The Committee is asked to:</p> <ul style="list-style-type: none"> Take assurance on the management of Strategic Risk within the Organisation. 				
<p>Link to Public Health Wales Strategic Plan</p> <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	This report supports and/or takes into account the Health and Care Quality Standards. All themes
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 updates the People and Organisational Development Committee on the key developments in the risk agenda.

This paper must be read in conjunction with the Strategic Risk Register (*Appendix 1*). The Strategic Risk Register should be considered alongside the Board Assurance Framework (BAF), the Integrated Medium-Term Plan (IMTP) and Public Health Wales Strategic Objectives.

In line with due process and the approach of all Health bodies in Wales, risks are measured against a 5x5 risk scoring matrix:

Risk Scoring Matrix					
Likelihood/ Frequency	Consequence/Impact				
	1. Negligible	2. Minor	3. Moderate	4. Major	5. Catastrophic
5. Almost Certain (91%)	5 (Moderate)	10 (High)	15 (Extreme)	20 (Extreme)	25 (Extreme)
4. Likely (61-90%)	4 (Moderate)	8 (High)	12 (High)	16 (Extreme)	20 (Extreme)
3. Possible (41-60%)	3 (Low)	6 (Moderate)	9 (High)	12 (High)	15 (Extreme)
2. Unlikely (11-40%)	2 (Low)	4 (Moderate)	6 (Moderate)	8 (Moderate)	10 (High)
1. Rare (1-10%)	1 (Low)	2 (Low)	3 (Low)	4 (Moderate)	5 (Moderate)

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 as of **1 October 2025**. In line with the current Risk Management Policy, strategic risks are reviewed and updated every other month. As risk management processes and practice becomes more mature throughout the organisation enhanced reporting, including the measurement and impact of mitigating actions, will continue to be refined.

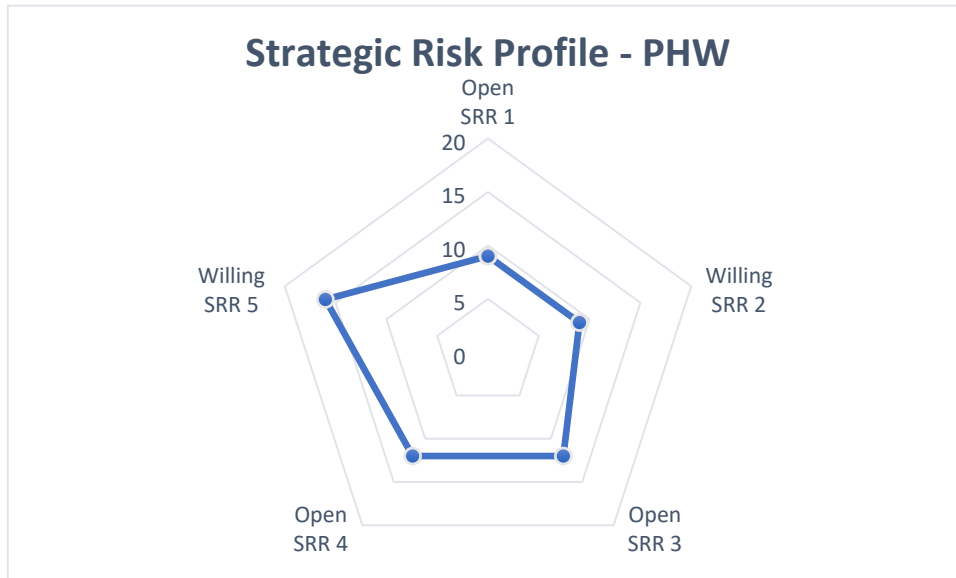
2. Risk Description, Architecture and Ownership and Changes Since the Last Reporting Period

Since the last reporting period, the work continues to mature the strategic risk architecture, controls and sources of assurance. Understanding the threats to attaining strategic objectives is key to identifying accurate strategic risks and to ensure that Board and Committee attention is focussed on the most appropriate business areas of the organisation.

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

3. Overarching Strategic Risk Profile

The below diagram provides the overarching strategic risk profile for the organisation: ¹



The spider diagram illustrates that the most significant area of risk remains **SRR5, we fail to fully exploit digital and data fully to improve public health in Wales.**

The Committee is requested to take assurance that each of the Strategic Risks are being managed within their respective agreed risk appetite threshold.

3.1 Risk Appetite Reporting

The Committee is asked note that currently, strategic risk 2 is being managed within an agreed risk appetite level, with all risks incorporating a tolerance level, should the risk profile worsen.

4. 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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¹ The diagram does not include SRR6 as this risk is considered in private session of the Board due to the nature 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)	SRR2 SRR3
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 SRR2 SRR3 SRR4 SRR5 SRR6
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	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.	SRR2
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 SRR2 SRR3 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 SRR2 SRR3 SRR6



1779	There is a risk that we will lose our ability to monitor our 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.	SRR1 SRR2 SRR3 SRR4 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 SRR2 SRR3 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 SRR2 SRR3 SRR4 SRR5 SRR6

5. Rationale for Reporting Committees

Following the revision of the Strategic Risk Register in early 2025, the strategic risks were reviewed in respect of reporting to the most appropriate Committee of the Board. In taking into consideration the scope, role and remit of each of the Committees, it was determined that it would be appropriate to ensure that the reporting of each risk was articulated through to a committee with the skills, experience and understanding to challenge and support the risk, as necessary.

Strategic Risk	Assuring Committee	Rationale
SRR2	PODCom	This risk relates to the overarching People and Organisational Development risk therefore reported to PODCom.

6. Strategic Risks

A full assessment of Strategic Risk 2 is provided in the attached Strategic Risk Register.

7. Equality Impact Assessment

No decision required.

8. Recommendation

The Committee is asked to:

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