



 <p>Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p><b>Name of Meeting</b> Quality, Safety and Improvement Committee</p> <p><b>Date of Meeting</b> 24 February 2026</p> <p><b>Agenda item:</b> 5.2.2</p>
---	---

<b>Corporate Risk Register</b>	
<b>Executive lead:</b>	Claire Birchall, Nursing, Quality and Integrated Governance
<b>Author:</b>	Stuart Silcox, Assistant Director of Integrated Governance

<b>Approval/Scrutiny route:</b>	<ul style="list-style-type: none"> <li>• Corporate Risks are scrutinised and updated by the relevant Directorate Senior Leadership Teams.</li> <li>• All Executives have approved a revised CRR after detailed discussion at BET.</li> <li>• Board 29 January 2026</li> </ul>
---------------------------------	---

<b>Purpose</b>
<p>The Leadership Team have delegated responsibility to scrutinise the Corporate Risk Register on behalf of the Business Executive Team and to ensure the ongoing management of corporate risks. This paper summarises the Corporate Risk Register as reviewed by the Leadership Team at its meeting of 18<sup>th</sup> December 2025, which was subsequently further reviewed by each responsible Executive after January BET.</p>

<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>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Take <b>assurance</b> that the Corporate Risk Register is being managed and 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>	There are associated risks on the CRR related to DBS and resources to deliver the Strategic Plan.



## 1. Purpose / situation

This paper summarises the movements in the organisation's corporate risks as recorded on 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 presented to Leadership Team on the 18<sup>th</sup> December 2025 and to BET on 7<sup>th</sup> January. The following significant points have been summarised to evidence scrutiny of the Corporate Risk Register.

### Risks accepted onto the Corporate Risk Register

- **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 in Public Health Wales and to understand what areas 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 to 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, contributing to the public health impacts of climate change which are within our influence. As a result of not being able to measure carbon emissions accurately, it is also likely that our current carbon emissions are significantly underestimated providing a false position for Public Health Wales on its progress to net zero.

Inherent Risk Rating	Target Risk Rating
20	4

Mitigating actions are being led by the Director Policy and International Health and her team with the support of the Leadership Team.

**Risk de-escalated from the Corporate Risk Register**

- None.

**Risks approved to be closed**

- **1614** - There is a risk that PHW Board and Committees cannot take sufficient assurance that NHS Performance & Improvement 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 Responsible Officer/Accountable Officer 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.

This could result in sanctions imposed in accordance with legislative/regulatory compliance, reputational damage, financial implications and data security vulnerabilities.

**Rationale for closure**



Hosting agreement has now been formally agreed at the Board in September which provides appropriate assurance.

- **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.

**Rationale for closure**

This risk (and action plan to control and mitigate the risk) has been escalated within Strategic Risk 5 (*Failure to exploit digital and data fully*). This action was approved at BET on 7<sup>th</sup> Jan 2026 and will be formally closed from the CRR by Leadership Team.

**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.



Senior Managers engage with relevant colleagues to ensure staff are empowered to raise risks.

#### 4. Recommendation

The Committee is asked to:

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