

Risk Ref	Risk Description	Current Risk Score (LxC)	Risk Appetite Level Applied	Within Risk Appetite Tolerance?	High Level Points
SR1	There is a risk that: We fail to deliver our role to influence a system shift to prevention, reduce health inequalities and address determinants of health.	3x3=9	Open PHW will aim to reduce all risks with an Open Appetite Level to a value of 15 or below.	Yes	June Update Healthy life expectancy in Wales continues to worsen and PHW action alone will not reverse this without wider public health system change, including collaboration with and action by Health Boards, Local Authorities and the voluntary and community sector. PHW is therefore strengthening controls against SRR1 by: 1. Strengthening delivery and demonstrating impact through the revised IMTP response, with sharper priorities, clearer accountability and a stronger focus on measurable impact. 2. Building national prevention pathways to embed prevention across the system. Two examples are OPIP, which brings £8m to develop a bilingual digital obesity pathway for Wales and the hypertension pilot, with around 38,000 people identified with hypertension and treated to target. 3. Refocusing programmes and resources across the Health and Wellbeing Directorate so that tobacco, healthy weight, diabetes, physical activity, food systems, community approaches and wider determinants work are better aligned to improving healthy life expectancy and reducing inequalities. 4. Embedding prevention in the system through Community by Design by co-leading the prevention and population health management workstream, developing national prevention standards, shaping

					the national prevention architecture, influencing NHS workforce skills and development framework to embed prevention and creating a practical route for NHS Wales to act earlier and reduce avoidable deterioration. Embedding our Prevention Based Health and Care (PBHC) framework, within the Community by Design prevention work to embed prevention in the health and care system in Wales.
SR2	There is a risk that: The organisation could experience poor organisational health.	4x4=16	Willing PHW will aim to reduce all risks with a Willing Appetite Level to a value of 20 or below.	Yes	Changes have been made to the causes of this risk, reflecting the following: Caused by: 1. Ineffective or inconsistent organisational leadership and governance 2. Lack of progress towards our ideal organisational culture and behavioural expectations 3. Inability to appropriately effectively engage, develop and enable our people to deliver our Long-Term Strategy 4. The impact of the lack of integrated and strategic workforce planning on capacity, skills and capability to deliver BAU/IMTP/LTS 5. Ineffective approaches to acknowledging, escalating and managing risks and issues at an organisational level. Since the last update Leadership Team held a deep dive into SR2 to support the Business Executive Team in managing the risk. LT agreed to propose changes to: • Address duplication with SR5 • Refine and rationalise the causal factors in the risk description

					- Strengthen alignment with Corporate Risks so links can be made in future updates and progress with CRs informs the risk score - Achieve cross organisational engagement on the management of the risk - Consider recent organisational reviews and incidents June update After review by the Executive Team and informal discussion at PODCOM, the Risk score has been amended to 4x4 to reflect the current and emerging issues across the organisation in terms of culture, behaviour and SUS incidents. Whilst this means that the score changes to 16, it remains within Risk Appetite (Willing). The Business Executive Team will work with the risk owner over the next reporting period to consider whether, in light of performance indicators and known impact, the appetite for this risk be reduced to Open until controls have become more effective.
SR3	There is a risk that: We fail to deliver our contribution to excellent public health services in population health screening, infection, health protection and emergency response.	4x4=16	Open PHW will aim to reduce all risks with an Open Appetite Level to a value of 15 or below.	No	June 2026 Update The risk score remains at 16 as the key areas of concern continue in relation to the Sexual Health Test and Post incident, performance of the Breast screening 3 week waits for assessment, and 4 week waits for bowel screening colonoscopy. Regarding the Sexual Health incident, work on the lookback exercises and safeguarding concerns is reaching its conclusion. A review of governance arrangements (safeguarding, patient safety, information) has been carried out across all other public facing services with good levels of compliance.
SR4	There is a risk that: we fail to effectively	2x4=8	Open PHW will aim to	Yes	June 2026 Update There has been increased demand associated with climate-related

	mitigate the public health impacts of climate change on the Welsh population		reduce all risks with an Open Appetite Level to a value of 15 or below.		incidents, including multiple heatwave events and recent wildfires, which have required significant operational response and diverted capacity from proactive to reactive. Highlights of recent heatwave response included early consistent messaging which provided clear instructions for the public and partners, as well as development of a rapid heat period morbidity and mortality surveillance report. Anticipating a review of the score of this risk at the next Climate Change Programme Board meeting on 16th July 2026.
SR5	There is a risk that: Failure to modernise and transform how we provide and deliver our services	4x4=16	Willing PHW will aim to reduce all risks with a Willing Appetite Level to a value of 20 or below.	Yes	NEWLY ARTICULATED RISK It will be a challenge to deliver the current change portfolio given the level of change maturity across the organisation. We need a clear narrative for strategic and transformational change that helps our staff and stakeholders to understand what we are trying to achieve through our change portfolio, how it will affect them, the overarching benefits we are looking to deliver. There is currently limited visibility of the cumulative impact of change across the organisation, making it difficult to assess overall change capacity and the impact on staff and services. There is therefore a risk that additional demands could destabilise the existing change portfolio.