KRIC CORPORATE RISK REGISTER - 23/04/2026

						RISK ARTICULATION			INHERENT SCORING			CONTROLS	RESIDUAL (CURRENT) SCORING			DECISION	OVERALL RISK PROGRESS	ACTION PLAN				TARGET SCORING			RESPONSIBLE GROUP
Datix ID	Risk Theme	Identification Date	Executive Sponsor	Leadership Team Lead	Directorate	Risk Description	Cause	Effect	Likelihood	Consequence	Rating	Key Controls	Likelihood	Consequence	Rating			Action Summary	Action Due date	Action Done date	Progress	Likelihood	Consequence	Rating	Group responsible for Risk
1533	Adverse Publicity	14/06/2023	PHW - National Director of Policy and International Health	Tracy Black	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: 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.	This would result in PHW not being able to fulfil its statutory duties either as a public body carrying out HIAs nor 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 this on going risk. Temporary changes have been put in place to bolster the WHIASU team as it delivers its IMTP deliverables as well as prepares for the duty. A highly experienced Band 7 is remaining as part of retire and return at 0.4 WTE from 0.6 WTE in October. 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	20/03/2026 - Guide was published and webinar occurred as planned. 19/03/2026 Training session provided by Future Gen Office to public bodies. Board Development Session planned for April 30th. LG to do a UK-wide guide on the regulations, this is pending.	Produce a UK-wide guide on the regulations			Pending	2 Unlikely	2 Minor	4	Directorate Senior Management Team (Policy and International Health)
1648	Statutory Duty	24/06/2024	PHW - National Director for Public Health Knowledge and Research	Kirsty Little	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 2026.	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	13/04/2026 - PHW are in communication with DHCW regarding the timeline for delivery of the Audit + solution but we still haven't seen a plan. An escalation has been raised to DHCW to request they share a plan, including what the expectations on PHW, and for when, are, so we can plan what we need to do.	To update the Business Continuity Impact Assessment and Business Continuity Plans, to reflect the impact of Audit+ removal/not updating and mitigations. Plans and assessment to be uploaded into this risk as supporting documentation by 30 November 2024.	31/07/2026		08/07 - it will have an impact on and slow down our sentinel work, and the team will work on contacting GP services directly to gather the information. Therefore, due to the fact that it is not deemed to have direct clinical impact, this specific matters has not been flagged as a business continuity issue and our arrangements have not been specifically updated to address that. HP - Awaiting update to confirm this covers HP only or whole of HPSS.	1 Highly Unlikely	2 Minor	2	Digital and Data Design Authority (DDDA)
																		To complete a deep dive risk review at DDDA on 15/09/2025.	31/07/2026		Agenda agreed				
1678	Quality	30/04/2024	PHW - Executive Director of Nursing, Quality and Integrated Governance	Stuart Silcox	Nursing, Quality and Integrated Governance	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.	This would result in a loss in Board confidence and omission of reportable risks at all levels. In addition, a failure to instigate improvement projects resulting in potential harm to service users, reputational damage and financial implications.	5 Almost certain	3 Moderate	15	Approved Risk Policy and Procedure	5 Almost certain	3 Moderate	15	Treat	15/04/2026 - Following recent incidents, the lessons learned have been used to highlight the importance of recording all incidents on Datix with sufficient detail across the organisation. Staff involved in these incidents have received additional training and support in use of Datix.					2 Unlikely	2 Minor	4	Leadership Team
1779	Operational	09/04/2025	PHW - National Director for Public Health Knowledge and Research	Kirsty Little	Research, Data and Digital	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.	This would result in the inability to monitor our impact and loosing the oversight to be able to manage our resources effectively and be able to make evidence informed decisions about managing our services.	5 Almost certain	3 Moderate	15	Communication is ongoing with the data source providers to understand their mitigations and timescales. National Survey has been confirmed to not be available for one year which will need to be tolerated. National Survey for Wales: The contract to deliver the new survey design has now been awarded to the National Centre for Social Research (NatCen), who will spend 2025-26 setting up and testing the survey ready for launch in March 2026. First results from 2026-27 fieldwork are due to be published in July 2027.The expected sample size is 24,000. Exploring alternative and proxy indicators and modelling is continuing. ONS will release Healthy Life Expectancy on 4 July 2025. 07/4/2026 HLE was release on 19 Feb as expected 04/12/25: ONS has released the Healthy Life Expectancy (HLE) on Jul 4. HLE for local areas will be released on Feb 19, 2026. The deprivation breakdowns likely to be released in Apr 2026. The National Survey for Wales latest results up to Mar 2025 have been released.	4 Highly Likely	3 Moderate	12	Treat	08/04/2026 - Risk reviewed. HLE publications confirmed, WG have published their plan for re-starting and improving the National Survey for Wales. Controls and Action Plan have been updated. No change to scores or mitigations.	Continue to monitor ONS publications and plans. Will draft overview of key surveys, issues and improvement plans published for those surveys	30/06/2026		ONS and WG have now published plans on the future of their surveys, allowing PHW to plan future work. Surveys will be continued, and in some cases improved. This will be described in the overview.	2 Unlikely	3 Moderate	6	Digital and Data Design Authority
																		Explore Primary Care obesity data in SAIL	30/06/2026		Project is set up in SAIL. Initial data exploration has taken place.				
1946	Finance	23/07/2025	PHW - Executive Director of Nursing, Quality and Integrated Governance	Stuart Silcox	Nursing, Quality and Integrated Governance	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 and a lack of strategic direction regarding whether a local or national solution is being taken forward. There is also no organisational commitment to supporting this project from a digital perspective.	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	15/04/2026 - Work continues to develop our specification for a replacement risk management module which may be part of an All Wales solution. This follows completion of an initial scoping exercise in March 2026. Assistant Director of Integrated Governance meeting with Welsh Risk Pool in early May.					2 Unlikely	3 Moderate	6	RMS Project Huddle
2003	Strategic Risk	01/04/2025	PHW - National Director of Policy and International Health	Christopher Orr	Policy and International Health	There is a risk that: Public Health Wales may not 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.	•Inability to accurately measure our carbon emissions for all activities undertaken in Public Health Wales and 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. •Limited dedicated decarbonisation resources across the organisation and failure to prioritise resources across the organisation 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	Impact: 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. Effect: This will lead to potential for reputational damage for the organisation and the need to invest more resources in the future to expedite progress to achieve the net zero targets.	4 Highly Likely	4 Major	16	Climate Change Programme Board Decarbonisation and Sustainability Action Plan 2024-2026 Decarbonisation and Sustainability Action Group Evaluation Report of the Decarbonisation and Sustainability Plan	4 Highly Likely	3 Moderate	12	Treat	37/03/2026 - Reviewed at Climate Change Programme Board on 10th March. It was decided there was no change to risk score. Our 2026-2028 Climate Response Plan was approved by Board on 26th March with the ask to report on progress in a years' time. This will form a further mitigation measure.	Development of Decarbonisation and Sustainability Action Plan 2026-28	31/03/2026	27/03/2026	New Climate Response Plan which brings our decarbonisation work and climate resilience together was approved by Board 27/03/26.	2 Unlikely	2 Minor	4	Climate Change Programme Board
																		Identify and scope the future resources required to deliver the Decarbonisation Programme	31/03/2026		Early discussions held. To be informed by the Evaluation Report. Session to be held with the Executive Team on 11 February to discuss future resource requirements.				
																		Hold a deep dive with the Leadership Team on Decarbonisation actions.	30/06/2026		Date to be identified. Discussed at Leadership Team on 20 November 2025.				
																		Complete a progress report against the Climate Response Plan, detailing the effect of the actions on our carbon footprint and what the predicted effect of inaction would have been.	31/03/2027		Not started				