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# Assurance and Risk Report

*Health and Safety Committee – 10 March 2026*

# Situation



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This report provides the Health and Safety Committee (HSC) with the status of operational risks and Welsh Health Circulars within its remit.

The Committee is asked to seek assurance from Lead Executive Directors that risks are being managed effectively, and that WHCs are being implemented by the Health Board.

Corporate risks, audit and inspection recommendations and Ministerial Directions are reported at alternate meetings, and due to be presented to HSC at its next meeting in May 2026.

Operational Risks

54

Welsh Health Circulars

0

# Risk Management - Overview



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Effective risk management requires a 'monitoring and review' structure to be in place to ensure that risks are effectively identified and assessed, and that appropriate controls and responses are in place.

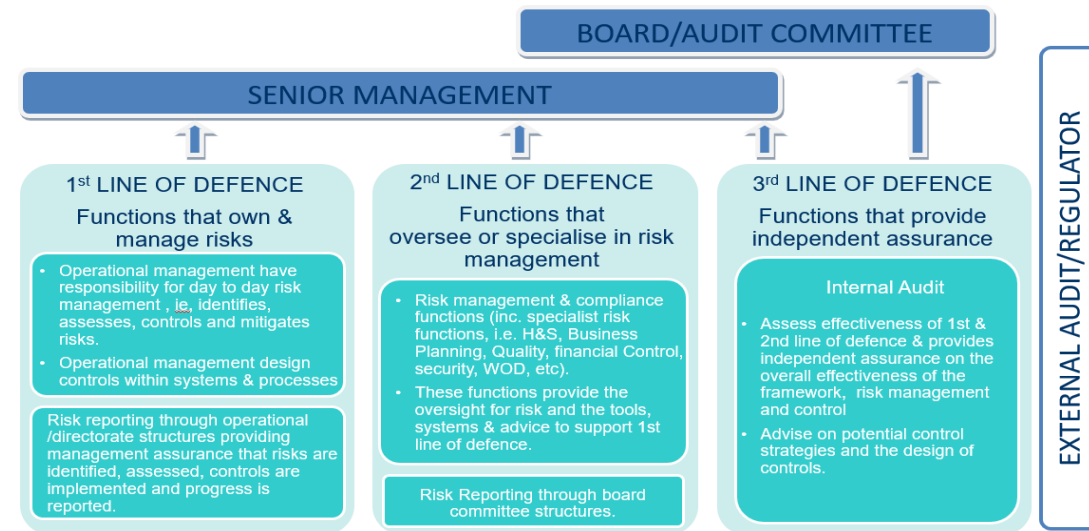
The Health Board's risk management process is recorded via the Datix Risk Register module, and enables risks to be recorded at either Principal, Corporate or Operational level. An escalation process is in place to ensure that risks which require escalation or de-escalation are done via appropriate approval processes and governance arrangements.

The Health Board operates within the widely accepted "Three Lines of Defence" model to ensure the appropriate responsibility is allocated for the management, reporting and escalation of risk.

Risks are aligned to an appropriate Clinical Care Group or Executive Function (hereto referred to as "Functions"), and each has a designated risk lead responsible for reviewing in a timely and comprehensive manner.

The Board's Committees are responsible for the monitoring and scrutiny of corporate and operational risks within their remit and providing assurance to the Board that risks are being managed effectively and report areas of significant concern (e.g. where the risk appetite is exceeded, or there is a lack of action).

Committees are also responsible for reviewing risks over tolerance and where appropriate, recommend the 'acceptance' of risks that cannot be brought within risk appetite.



# Operational Risks assigned to HSC



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54 risks are currently aligned to HSC, with 50 identified as reportable to HSC based on the following criteria:

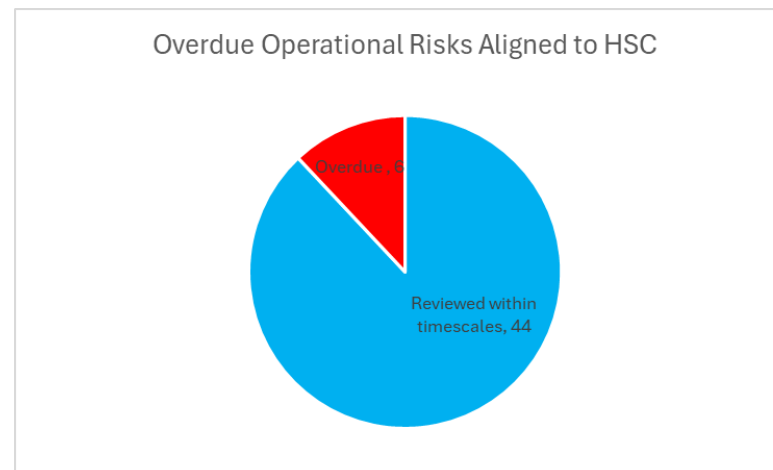
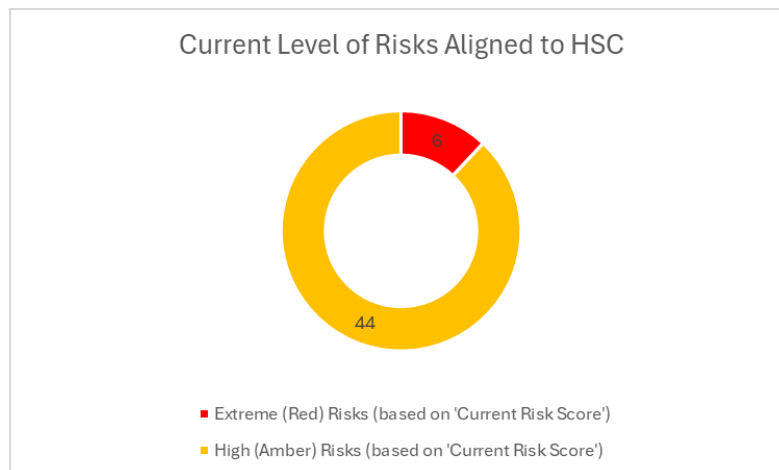
- HSC has been selected by the risk lead as the 'Assuring Committee' on Datix;
- Risks have been identified at operational level on Datix risk module;
- The current risk score is 'extreme' or 'high'; and
- The current risk score is either equal to or exceeds the target risk score.

Following the review of Health and Safety Governance arrangements, operational risks previously aligned and reported to the Health and Safety Sub-Committee (HSSC) have been re-assigned to the most appropriate Board-level committee, based on their risk impact. A summary of the risks previously assigned to HSSC and their subsequent re-allocation to Committees are noted in the table on this slide. Of the 96 reportable operational risks to HSSC in August 2025, the adjacent table details to which Committee these risks have been aligned to for ongoing reporting.

<b>Total Number of Open Risks meeting criteria for reporting to HSC</b>	<b>50</b>
Risks re-aligned to HSC	50*
EXTREME (RED) Risks (based on CRS)	6
HIGH (AMBER) Risks (based on CRS)	44
<b>Risks previously assigned to HSSC</b>	<b>96</b>
Risks re-aligned to HSC	45
Risks re-aligned to QSEC	40
Risks re-aligned to SPC	6
Risks closed since previous report to HSSC	5

The following slides summarise the reportable operational risks aligned to HSC. The Risk Register attached at **Appendix 1**, provides full detail of reportable risks.

*\*Due to their sensitive nature, 2 risks are being reported to in-committee to provide discussion and assurance.*



# Risks re-aligned to HSC



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Risk Reference & Title	Overseeing Clinical Care Group / Executive Function	Lead Director	Current Risk Score	Target Risk Score	Expected Date to Achieve Target Risk Score	Date of last risk review
2244 - Risk of being unable to use inpatient beds at Withybush General Hospital (WGH) due to water leaks originating from the roof and concrete panels.	Community & Integrated Medicine	Chief Operating Officer	20	4	31/03/2028	03/02/2026
2211 - Risk to patients and staff due to a lack of assurance of safe estate as a consequence of the aging roof covering WGH	Estates & Facilities	Director of Allied Health Professions & Health Sciences	20	5	31/03/2028	14/01/2026
1864 - Risk of harm to patients, staff and general public due to failing or lack of safety mechanisms on the automated doors	Estates & Facilities	Director of Allied Health Professions & Health Sciences	16	4	31/01/2028	30/01/2026
1934 - Risk of non-compliance with Letters of Fire Safety Matters due to ageing building (Health Board wide)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	16	8	31/03/2027	05/01/2026
1263 - Risk to patient safety due to ongoing issues with Vermin (Pigeons), WGH.	Estates & Facilities	Director of Allied Health Professions & Health Sciences	16	8	31/03/2030	04/02/2026
1969 - Risk of harm to patients and staff due to building and roof condition of Winch Lane surgery	Estates & Facilities	Director of Allied Health Professions & Health Sciences	15	2	03/06/2027	04/02/2026
951 - Risk of avoidable harm to staff and patients due to the incorrect fire alarm system reporting at WGH	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	1	28/04/2028	04/02/2026

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Risk Reference & Title	Overseeing Clinical Care Group / Executive Function	Lead Director	Current Risk Score	Target Risk Score	Expected Date to Achieve Target Risk Score	Date of last risk review
1270 - Risk of electrical shock to staff/patients/visitors due to standard of secondary electrical wiring	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	2	29/03/2030	16/12/2025
2054 - Risk of harm to patients and staff due to facia deterioration at block 7 and block 24	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	2	30/03/2026	14/01/2026
2056 - Risk of business disruption due to building cladding covering of the IT building having degraded to the extent that its failing	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	2	29/05/2026	14/01/2026
1270 - Risk of electrical shock to staff/patients/visitors due to standard of secondary electrical wiring.	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	2	29/03/2030	16/12/2025
1262 - Risk of business disruption and environmental risks from leaking oil from corroded tanks and pipework	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	3	29/03/2030	16/12/2025
2105 - Risk of patient harm due to lack of whole site provision of emergency lighting system St Brynach's Day Hospital	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	3	30/04/2026	16/12/2025
2106 - Risk of patient harm due to lack of whole site provision of emergency lighting system Renal Dialysis unit WGH	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	3	30/04/2026	16/12/2025

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Risk Reference & Title	Overseeing Clinical Care Group / Executive Function	Lead Director	Current Risk Score	Target Risk Score	Expected Date to Achieve Target Risk Score	Date of last risk review
2078 - Risk of harm to patients, staff and public due to deterioration of WGH building fabric panels	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	4	30/04/2026	04/02/2026
2119 - Risk of patient and staff harm due to lack of manual handling training spaces	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	4	31/07/2026	16/12/2025
1549 - Risk of harm to staff and patients due to inadequate resources to deliver the All-Wales Violence and Aggression Passport course	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	6	31/12/2026	20/11/2025
1007 - Risk of staff/patient harm due to lack of Violence & Aggression training for porters & hotel services staff (HB wide)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	6	31/12/2025	29/10/2025
2201 - Risk of harm to Porter staff when responding to violence and aggression incidents (HB wide)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	12	8	31/03/2026	23/10/2025
1596 - Risk of harm to patients, staff and visitors due to fire related deficiencies identified during fire risk assessments	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	1	31/12/2026	19/01/2026

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Risk Reference & Title	Overseeing Clinical Care Group / Executive Function	Lead Director	Current Risk Score	Target Risk Score	Expected Date to Achieve Target Risk Score	Date of last risk review
1546 - Risk of harm to service users due to inadequate water flow through pipes to prevent bacterial growth/water borne diseases	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	2	30/04/2030	04/02/2026
2062 - Risk of harm to patients, staff and visitors due to faulty/damaged fire doors on Morlais Ward	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	3	31/12/2025	19/01/2026
2197 - Risk of harm to patients, staff and visitors due to operational failure of fire doors Bronglais General Hospital (BGH)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	4	31/03/2030	16/12/2025
2163 - Risk of harm to out of hours maintenance staff due to non-compliance with Health & Safety At Work Act	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	5	17/09/2030	01/12/2025
2042 - Risk of harm to patients, staff, and visitors due to operational failures of fire safety doors (FSD) WGH	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	5	30/09/2026	04/02/2026
2085 - Risk of harm to patients, staff and visitors due to operational failure of fire doors	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	5	31/12/2030	19/01/2026

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Risk Reference & Title	Overseeing Clinical Care Group / Executive Function	Lead Director	Current Risk Score	Target Risk Score	Expected Date to Achieve Target Risk Score	Date of last risk review
1873 - Risk of harm to tenants and staff due to inability to identify gas leaks in residential blocks.	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	5	31/01/2030	18/12/2025
1382 - Risk to patients and staff due to a lack of assurance of safe estate as a consequence of RAAC (WGH)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	5	29/03/2030	27/08/2025
1539 - Risk of harm to patients/staff/visitors in the event of a fire due to operational failure of fire dampers and door detents, Prince Philip Hospital (PPH)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	5	29/03/2030	29/12/2025
471 - Risk of serious harm to patients, staff and visitors due to no walkway on access road between Acute Medical Assessment Unit (AMAU) and staff car park	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	5	31/01/2030	05/01/2026
1096 - Risk of harm to patients, staff, visitors and non-compliance with LOFSM due to operational failure of fire safety doors at PPH	Estates & Facilities	Director of Allied Health Professions & Health Sciences	10	5	29/03/2030	18/12/2025

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Risk Reference & Title	Overseeing Clinical Care Group / Executive Function	Lead Director	Current Risk Score	Target Risk Score	Expected Date to Achieve Target Risk Score	Date of last risk review
1746 - Risk of patient, staff and visitor harm due to lack of whole site provision of emergency lighting across BGH	Estates & Facilities	Director of Allied Health Professions & Health Sciences	9	1	31/03/2030	26/01/2026
934 - Risk of avoidable harm to patients, visitors, staff and contractors due to contact with asbestos containing materials WGH	Estates & Facilities	Director of Allied Health Professions & Health Sciences	9	2	30/04/2030	16/12/2025
1965 - Risk of harm to patients, staff and visitors due to potential failure of fire alarm system	Estates & Facilities	Director of Allied Health Professions & Health Sciences	9	3	31/03/2026	26/01/2026
1929 - Risk of fire alarm monitoring failure due to aged/failing equipment	Estates & Facilities	Director of Allied Health Professions & Health Sciences	9	3	31/01/2028	18/12/2025
1348 - Risk of harm due to failure to carry out electrical fixed and portable equipment testing at WGH	Estates & Facilities	Director of Allied Health Professions & Health Sciences	9	4	30/04/2030	16/12/2025

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Risk Reference & Title	Overseeing Clinical Care Group / Executive Function	Lead Director	Current Risk Score	Target Risk Score	Expected Date to Achieve Target Risk Score	Date of last risk review
1136 - Risk of avoidable falls and trips due to surface conditions of paths and roadways at WGH	Estates & Facilities	Director of Allied Health Professions & Health Sciences	9	6	30/04/2030	04/02/2026
947 - Risk of patient, staff and visitor harm due to condition of external roads and walkways (Tenby Cottage Hospital)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	2	30/04/2026	14/01/2026
505 - Risk of avoidable service disruption due to high voltage electrical infrastructure affecting PPH	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	3	31/03/2028	29/12/2025
1353 - Risk of electrical shock to staff due to condition of electrical wiring (WGH)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	3	30/04/2030	16/12/2025
1332 - Risk of patient and staff harm due to a failure to comply with Control of Substances Hazardous to Health (COSHH) Regulations	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	4	31/12/2026	25/11/2025

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Risk Reference & Title	Overseeing Clinical Care Group / Executive Function	Lead Director	Current Risk Score	Target Risk Score	Expected Date to Achieve Target Risk Score	Date of last risk review
1068 - Risk of electrical shock from defective systems due to lack of periodic inspections (BGH)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	4	31/03/2029	26/01/2026
1069 - Risk of patient harm and business interruption due to Medical Gas Plant and equipment failure (BGH)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	4	31/03/2026	26/01/2026
991 - Risk of business interruption due to evidence of corrosion of natural gas pipework (WGH).	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	4	30/04/2030	14/01/2026
1133 - Risk of slips, trips and falls due to unsafe surface conditions of pathways and roads at WGH.	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	4	31/12/2030	16/12/2025
1106 - Risk of avoidable harm to patients due to failure of medical gas plant and equipment	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	4	29/03/2030	18/12/2025

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Risk Reference & Title	Overseeing Clinical Care Group / Executive Function	Lead Director	Current Risk Score	Target Risk Score	Expected Date to Achieve Target Risk Score	Date of last risk review
1099 - Risk of electrical shock from defective systems due to lack of periodic inspections PPH/Amman Valley Hospital (AVH)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	4	30/12/2030	29/12/2025
2278 - Lack of fully developed fire safety engineering strategies within Estates	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	4	31/12/2029	29/01/2026
1261 - Risk of office closure due to corrosion of ceiling and roof at Child Health Accommodation (WGH)	Estates & Facilities	Director of Allied Health Professions & Health Sciences	8	2	31/03/2027	16/12/2025

# Risks closed since previous report to HSSC



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Risk Reference & Title	Overseeing Clinical Care Group / Executive Function	Lead Director	Rationale and date of risk closure
785 - Risk of major service disruption to business continuity at Theatres 1& 2, PPH due to ageing and non-compliant Air Handling Units	Planned and Specialist Care	Chief Operating Officer	Risk closed 30 July 2025 and re-articulated (2122 - <i>Risk of the inability to undertake surgery due to ageing air handlings units</i> , CRS of 12 and reportable to QSEC)
1234 - Risk to patient and staff safety due to inadequate ventilation in clinical areas in Out-Patient Department B (old area) at WGH.	Planned and Specialist Care	Chief Operating Officer	Risk closed 17 July 2025 as a result of a capital bid submission, with the matter considered to be a managed issue
1516 - Risk of patient and staff harm due to cracking of brickwork surrounding lift shaft, BGH	Estates and Facilities	Director of Operational Allied Health Professions and Health Sciences	Risk closed 11 November 2025 as structural works complete and risk mitigated.
1874 - Risk to patients and staff due to failed perimeter fence, Elderly Services, PPH.	Estates and Facilities	Director of Operational Allied Health Professions and Health Sciences	Risk closed 17 July 2025 as fence replaced and risk mitigated.
1994 - Risk that onward referrals from Clinical Musculoskeletal Assessment and Treatment service being misdirected/wrong pathway by medical records	Operational Allied Health Professions and Health Sciences	Chief Operating Officer	Risk closed 11 September 2025 as the frequency and volume of such incidents reduced, and considered a managed issue.

# Risk themes



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Risk owners can allocate themes to their risks, which allows the Health Board to share risk information on specific areas with relevant experts as part of the second line of defence. Risks are allocated to a committee based on their main impact on reporting. Risk themes are assigned based on any additional impacts or contributory factors, with each theme aligned to the appropriate committee for oversight. Risk themes provide assurance that a holistic approach to risk management is undertaken and enables the Health Board to better identify the risk appetite, risk capacity and total risk exposure in relation to each risk, group of similar risks, or generic type of risk. Theme owners are provided with a thematic risk register on a bi-monthly basis to identify trends, or risk clusters, and to consider whether there are gaps in controls in the Health Board's control framework, and to determine whether further action is required to prevent risks from materialising.

The following themes are currently aligned to HSC as of February 2026:

Theme	Definition	Number of risks
Accommodation/ Property	Accommodation and strategic property matters such as estate & property strategy, property asset data, space management, legal title, leasehold tenancies, disposal & acquisitions, and boundaries.	23
Estates	Risks directly relating to the physical performance and condition of the organisation's estate infrastructure and its engineering assets that directly impact the delivery of our clinical and non-clinical services.	108
Fire	Risks relating to fire safety and fire management, or risks which are impacted by the fire safety works taking place across the Health Board.	17
Health & Safety	Health and Safety includes amongst other topics the following manual handling, violence and aggression, workplace hazards and chemical/substances safety (COSHH).	120
Natural Environment	A risk which may impact any of the following; emissions to air (carbon), pollution to land, discharge to water, use of natural resources (utilities/materials consumption), solid waste management or hazardous waste.	4
Security	Physical security related to a breach or malfunction in infrastructure such as doors, access systems or alarm systems (e.g. someone gaining unlawful access) or related to dedicated security staff employed by the Health Board. Physical security could also be attributed to the absconding of persons whilst under care in premises of Hywel Dda.	18





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