 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p>Name of Meeting Audit and Corporate Governance Committee</p> <p>Date of Meeting 10 March 2025</p> <p>Agenda item: 7.3</p>
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Public Health Wales Strategic Risk Register	
National Director of Health and Well-being	SR 1 SR 2
National Director Policy and International Health	SR 3
Director of People and Organisational Development	SR 4
National Director Health Protection and Screening Services	SR 5
Director of Knowledge and Research	SR 6 (Separate Paper)
Purpose	
<p>Receive the Strategic Risk Register for the purpose of scrutiny and challenge, noting the updates to action plans and controls since the last reporting period.</p> <p>Colleagues are requested to note the inclusion of new action plans and controls, where appropriate.</p>	

Recommendation:				
APPROVE <input type="checkbox"/>	CONSIDER <input checked="" 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 summarises the organisational Strategic Risk Register, highlighting any areas of concern that may require further discussion. 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.

Organisational risk reporting will only ever provide 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 1st December 2024. In line with the current Risk Management Policy and Procedure, strategic risks are reviewed and updated every other month. As risk management processes and practice becomes more mature throughout the organisation, enhanced reporting, measurement, and impact of mitigations, will become more refined.

To support and underpin the delivery of the objectives identified through the Risk Management Development Plan, the organisation will strive to achieve consensus regarding the reporting metrics, and presentation and challenge of reporting. The Integrated Governance Team welcome regular feedback from Board and Executive Team members on where risk reporting and assurance can be strengthened.

2. Risk Ownership and Changes Since the Last Reporting Period

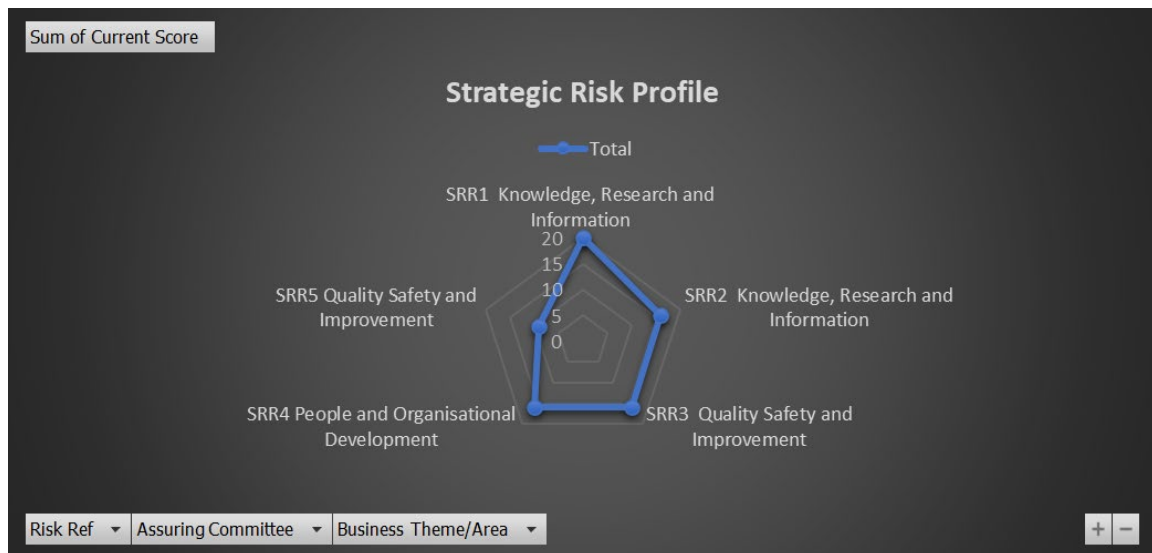
All strategic risks carry a delivery confidence assessment assigned by the Executive Sponsor, in conjunction with an update reflective of any changes since the last reporting period.

There has been no change to the current risk scoring of Strategic Risk 1-5 since the last reporting period, however where progress has been made in respect of action plans, this has been reported in each respective update. Where the internal control system has been strengthened or if assurance gaps have been identified, this has also been reported within the Strategic Risk Register document (*Appendix 1*).

Where the action plan deadline has been exceeded, a revised deadline date has been included **in red** in the register. It is requested that these revised deadlines, where appropriate, are approved. All actions that were proposed to be closed through the October 2024 update, have now been removed from this version of the register.

3. Overarching Strategic Risk Profile

The overarching strategic risk profile for the organisation is based on the severity of the current risk scores and is visually depicted as follows:



The benefit of viewing the risks in this way enables Executives and members of the Board to have sight of the risk, in relation to the reporting Committee, against the level of risk exposure. In interpreting the data this way, it becomes clear where the areas of highest or most significant risk are.

Since the last reporting period, there has been no change to the risk scoring for the Strategic level risks. However, as agreed at the previous Business Executive Team meeting and the Board, further action has been taken to consider the risk environment in relation to SRR1. This would determine what is within the organisation's gift to influence and would also identify any changes to the risk descriptor, scoring and management actions.

In conjunction with the undertaking of the review of SRR1, a Risk Management assessment of the Draft Route Maps has been completed. In doing this, an initial recommendation has been made in conjunction with the National Director for Health and Well-Being to amalgamate SRR1 and SRR2.

In relation to the first Route Map – **Wider Determinants of Health** – it is recommended that SRR 1 and SRR 2 should be combined to reflect the ambitions contained within. It is recognised that there are also elements of **Promote Healthy Behaviours** Route Map included. It is therefore recommended that, with agreement from the Board, the risk is revised and reframed for the next iteration to reflect the following:



Risk of: Worsening healthy life expectancy and outcomes for the population of Wales, with growing disparity between the most and least deprived populations.

Due to: Poverty and inequality, obesogenic food environment, alcohol consumption, unhealthy behaviours. Policy environment not being sufficiently geared to prevention. NHS not being sufficiently geared to prevention. Social and cultural changes which makes unhealthy behaviours easier by default.

The elements of this risk that are within our gift to influence or potentially change, have been identified as the following:

- ✓ Influencing public policy which improves health and reduces inequalities.
- ✓ Working effectively across the system as a convenor to ensure partners and actors understand and are able to reduce determinants of poor health and improve determinants of good health.
- ✓ Ensuring our own programmes are designed and implemented optimally.

Reframing the risk in this way will also allow for greater alignment with performance metrics and cyclical planning processes. This in turn will mean strengthened reporting to BET, Committees, and the Board through organisationally endorsed data. This will provide further assurance to the Board on progress (or otherwise) of action plans to address gaps in assurance to effectively manage the risk, alongside robust monitoring of strategic plans through the Route Maps and IMTP performance monitoring.

The Executive Sponsor of SRR1 and SRR2 is supportive of the reframed risk and welcomes comments and suggestions from Business Executive Team in taking this forward to Board.

The full paper with all of the remaining proposed recommendations will be presented to the Business Executive Team in the next few weeks for consideration and discussion.

4. Links to the Corporate Risk Register

The Corporate Risk Register (CRR) reflects the most significant operational risks that impact Public Health Wales, organisation-wide. An assessment has been undertaken to provide assurance that the risks captured through the CRR

underpin, support, and strengthen assurances related to the Strategic Risk Register. The table below provides the assessment and highlights where the risks are interdependent:

Risk Reference	Applicable Strategic Risk	CRR Risk Description	CRR Risk Impact
1533	SRR1 SRR2 SRR3	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 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)	The effect will be that PHW will not be able to fulfil its statutory duties either as a public body carrying out HIAs nor as a body which is required to aid other public bodies. Ineffective implementation of the regulations leading to missed opportunities to reduce inequalities and improve and protect public health in Wales.
1541	SRR3 SRR5	There is a risk of harm to service users and employees within PHW, specifically in relation to vulnerable groups, because of the absence of regular disclosure and barring service checks.	Potential misuse of position of trust, resulting in abuse of service users and potentially employees. Detrimental and adverse impact on levels of public confidence and credibility. Financial implications relating to claims made against the organisation.
1593	SRR1 SRR2 SRR3 SRR5 SRR6	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.	The impact will be noncompliance with the legislative requirements, and a lack of progress in strengthening quality improvement and governance in the delivery of safe services, programmes and functions.



1596	SRR2 SRR3 SRR4 SRR5	There is a risk that the organisation may not have the capacity or resources necessary to effectively deliver the long-term strategic plan	Inability to deliver the long-term strategy due to absence of strategic workforce planning.
1648	SRR2 SRR6	There is a risk that Public Health Wales will lose access to Primary Care data.	The loss of Audit+ without a replacement equivalent service would lead to PHW being unable to meet its statutory responsibilities.
1531	SRR1 SRR2 SRR6	There is a risk that we will fail to exploit data to inform and direct public health action and interventions.	This will be caused by data being held in silos, difficulty accessing the data to inform the impact on public health.
1708	SRR1 SRR2 SRR3 SRR4 SRR5	There is a risk that service capabilities and capacity may be reduced due to an increase in frontline staff sickness relating to flu.	The impact would be a delay in service users accessing services and frontline staff being inadequately protected from contracting flu.

5. Strategic Risks

A full assessment of all 5 Strategic Risks is provided in the attached Strategic Risk Register. The full register can be viewed at *Appendix 1*. Please note that SRR 6 is included in a separate paper.

6. Equality Impact Assessment

No decision required.

7. Recommendation

The Committee is asked to:

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