



 <p>GIG CYMRU NHS WALES Iechyd Cyhoeddus Cymru Public Health Wales</p>	Name of Meeting
	Audit and Corporate Governance Committee
	Date of Meeting
	23 March 2026
	Agenda item:
	8.1

Annual Review of Risk Management Framework	
Executive lead:	Claire Birchall, Executive Director for Quality, Nursing and Integrated Governance
Author:	Danielle Gething, Head of Risk Management
Approval/Scrutiny route:	Stuart Silcox, Assistant Director of Integrated Governance.

Purpose
The purpose of this report is to provide Executive Team with an overview of the ongoing development of the organisational risk management framework. The effectiveness of the framework so far has been based upon the implementation of the previously endorsed Risk Management Development Plan (RMDP). The risk management objectives summarised within the RMDP have been completed and this paper recommends a progression to a Risk Management Maturity Plan (RMMP) in line with Enterprise Risk Management best practice.

Recommendation:				
APPROVE <input type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input type="checkbox"/>
<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • Note the completed objectives • Acknowledge the closure of the previous RMDP. • Note the revised objectives described within the new RMMP. 				



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:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
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Summary impact analysis

Equality and Health Impact Assessment	An EqIA would be undertaken wherever required with additional objectives, in line with due process.
Risk and Assurance	This relates to all strategic, corporate and operational risks as it is the vehicle through which the objectives in the risk management development plan can be achieved.
Health and Social Care (Quality and Engagement) (Wales) Act	Relates to all domains as integral to effective risk management within the organisation.
Financial implications	No financial implications.
People implications	No workforce implications.



1. Purpose / situation

The purpose of this report is to provide the Leadership Team with an overview of the ongoing development of the organisational risk management framework. The effectiveness of the framework has been based upon the implementation of the previously endorsed Risk Management Development Plan (RMDP). The risk management objectives summarised within the RMDP have been completed and this paper recommends a progression to a Risk Management Maturity Plan (RMMP) in line with Enterprise Risk Management best practice.

Both plans, including updates and new objectives, are included as appendices to this report and as part of the annual review.

2. Background

During 2022 the Public Health Wales Board approved and endorsed the RMDP to be used as a vehicle through which the long-term ambition of an Enterprise Risk Management approach could be adopted across the organisation.

As part of that endorsement, it was agreed that the plan would be subject to regular monitoring and review at Leadership Team (LT), Business Executive Team (BET) and Audit and Corporate Governance Committee (ACGC). The latest update was provided in December 2024.

Since that time, significant work has been undertaken to deliver the objectives of the RMDP. Details of the objectives and progress against them are included at **Appendix 1** for reference.

In acknowledging that the RMDP objectives have been achieved (and subsequently discussed with Audit Wales during the Structured Assessment review), Public Health Wales is now in a position to progress to an embedding phase of risk management, the Risk Management Maturity Plan (RMMP).

The milestones and objectives summarised within the RMMP are designed to further enhance the current risk management architecture and processes and to ensure that enterprise risk management principles are embedded throughout the organisation. The RMMP is included for reference at **Appendix 2**.



3. Description/Assessment

The previous Structured Assessment (2022/23) ¹ recommendations were used as a benchmark to review the risk management framework for the organisation. The recommendation subsequently included in the 22/23 Structured Assessment, was as follows:

- **Systems of assurance (2022)**

- The Trust currently lacks a comprehensive Board Assurance Framework and there are currently several gaps in the Trust's sources of assurance. As part of the review of its long-term strategy, the Trust should develop a clear Board Assurance Framework. The Board Assurance Framework should:
 - b) include all relevant controls and sources of assurance for Board and committees; and
 - d) be used to inform Board and committee workplans

The design of a Risk Management Development Plan was undertaken and endorsed by the organisation. Since the development, implementation and ongoing monitoring of the plan through Leadership Team, Business Executive Team and Audit and Corporate Governance Committee, PHW has successfully implemented its objectives except for the risk performance indicators (*see Appendix 1*). This element is proposed to be rolled over to the next phase of embedding enterprise risk management standards and principles. The proposed next phase reflects the risk management progress that has been made and supports the strategic vision that the organisation has for risk management to be incorporated as business as usual across the organisation.

The proposed next phase is a **Risk Management Maturity Plan** (RMMP) which seeks to build on the solid foundation that has been laid through the implementation of the previous development plan. Monitoring of the Risk Management Maturity Plan (RMMP) will be aligned to match the current monitoring of the Risk Management Development Plan (RMDP). Regular review of risk management best practice guidance and techniques continues to underpin the validity of the risk management framework, its supporting architecture and compliance with standards including ISO31000. A high-level summary of the plan's objectives is featured at *Appendix 2* of this report.

Discussions with Audit Wales on the Structured Assessment for 2025 indicate that an enhanced assessment of sources of assurance at the strategic risk management level has been identified as an area of improvement for PHW. The Integrated Governance Division has initiated changes to align sources of assurance more closely with the 'Three Lines of Defence' model as described in The Orange Book – Management of Risk – Principles and Concepts (UK Government). This will enable more effective assessment of the strength of assurances and to better advise

¹ [Structured Assessment 2022 – Public Health Wales NHS Trust](#)



Executives and the Board of where assurance can be provided and improvements made.

Over the past 12 months PHW has re-defined and communicated its risk appetite through the development and implementation of its risk appetite framework. These changes have been input to the DATIX electronic risk management system and incorporated into the Level 2 risk management training package. The RMMP will promote further progress in this area including improved decision making based upon due consideration of risk management. Alongside the implementation of the recently revised Delegation of Authority, the RMMP will provide greater clarity for staff on their level of agency and authority to make operational decisions through flexible but appropriate governance arrangements.

At its December 2025 meeting, the Audit and Corporate Governance Committee received the Corporate Risk Management Internal Audit report. This offered the Board further assurance that the risk management arrangements for organisational and corporately held risks are appropriate and effective. To note, the Internal Audit on Strategic Risks and Board Assurance provided a substantial assurance rating as part of last year's Audit Programme.

4. Recommendation

The Committee is asked to:

- **Note** the completed objectives
- **Acknowledge** the closure of the previous RMDP.
- **Note** the revised objectives described within the new RMMP.