



 <p>Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p>Name of Meeting Knowledge, Research and Information Committee Date of Meeting 28 March 2025 Agenda item: 3.7.1</p>
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Public Health Wales Strategic Risk Register

National Director of Health and Well-being	SR 1 SR 2
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Purpose
Receive the Strategic Risk Register for the purpose of scrutiny and challenge, noting the updates to action plans and controls and progressing risk maturity going forward since the last reporting period.
Colleagues are requested to note the inclusion of new action plans and controls, where appropriate.

Recommendation:

APPROVE <input type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
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<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • Consider the updates provided in relation to the Strategic Risks. • Take assurance on the management of Strategic Risks within the organisation.

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:		
<table border="1"> <tr> <td data-bbox="193 1671 619 1738">Strategic Priority/Well-being Objective</td> <td data-bbox="619 1671 1477 1738">All Strategic Priorities/Well-being Objectives</td> </tr> </table>	Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
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 February 2025. 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 Risks 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 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. There are also some requests to close action plans and recommendations to convert some actions to controls. This is detailed within the SRR itself and BET is asked to approve these recommendations, where appropriate.

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*).

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:



This remains the position since the last report to the Board recognising that the organisation is in a transitional phase as significant development work has been undertaken with Executives and Board members to re-articulate the organisational strategic risks through the lens of the IMTP and route maps. The Board can expect to see full assessments of the refreshed strategic risks at the July 2025 meeting, in line with the Board work programme.

3.1 Strategic Risk Development – Progress

Development work began with Executives early in 2025 to identify any perceived gaps in relation to risks in delivering the IMTP for 2025 -2028 and Route Maps. A risk assessment was undertaken against the priorities described within the route maps and, it was determined that the strategic risks that had already been articulated required further refinement through a Public Health Wales lens.

This was subsequently undertaken collaboratively with Executive Team over a series of development sessions throughout January and February 2025, and with the Board at its development session on 27th February 2025 Significant development work needs to take place now to finalise the next iteration of the strategic risk register report this will be presented to the July 2025 Board meeting.

For early sightedness and in the interests of transparency, please see below a table that maps the old strategic risks against the new re-articulated risks and highlights 2 new risks:

Risk Reference (old)	Old Risk Descriptor	Risk Reference (new)	New Risk Descriptor
SRR1, 2, 3	<p>Risk of: Widening gap in healthy life expectancy of population of Wales Due to: Cumulative effects of socio-economic, environmental and wider public health challenges</p> <p>Risk of: Worsening health outcomes for the population of Wales Due to: misaligned system-wide efforts and leadership and weaknesses in partnership working</p> <p>Risk of: The organisation failing to effectively engage with the public in relation to their health and wellbeing. Due to: Failure to build relationships with stakeholders, communities, and our service users; not having or utilising tools and resources to support engagement; a lack of workforce commitment, skills and capacity; and failure to monitor and evaluate the impact of engagement.</p>	SRR1	<p>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.</p> <p>Caused by:</p> <ul style="list-style-type: none"> • Poor alignment of PHW specialist resources, capabilities and programmes with our long-term strategy • Failure to generate the quality of evidence and supporting data to shape our influencing and delivery • Insufficient/Ineffective public health advice, evidence and action <i>within our remit</i> • Ineffective engagement with and communication to partners, the public and policymakers • Insufficient system leadership and co-ordination with stakeholders and partners • Programmes which do not support our population in achieving healthier lives <p>Resulting in: We fail to have the impact required to reverse the worsening healthy life expectancy of the population of Wales. Wales fails to close widening gaps in health outcomes between our most and least deprived populations.</p>
SRR4	<p>Risk of: Worsening organisational health Due to: Lack of effective organisational leadership and governance, progress towards ideal culture, ability to engage employees. Impact: Inability to recruit and retain high calibre staff, performance manage accountable officers in pursuit of strategic priorities, low staff morale and wellbeing.</p>	SRR2	<p>There is a risk that: The organisation could experience poor organisational health.</p> <p>Caused by:</p> <ul style="list-style-type: none"> • Failure to develop our people • Ineffective organisational leadership • Poor governance, lack of strategic workforce planning to achieve the required capability and capacity of our people • Lack of a clear and consistent vision of our inclusive organisational culture • Capability and complexity in relation to significant programmes of change to meet IMTP deliverables. <p>Resulting in: a poor organisational culture with insufficient capability and capacity to perform and deliver.</p>
SRR5	<p>Risk of: Failure to deliver excellent public health services on screening, infection, health protection and Emergency Preparedness Resilience and Response (EPRR) and comply with the Duty of Quality</p>	SRR3	<p>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.</p> <p>Caused by:</p>



	Due to: Weakness in systems and processes, specialist workforce capacity and capabilities and innovative practice.		<ul style="list-style-type: none"> Weakness in clinical governance, clinical and administrative systems and processes, service planning and operational delivery. Inability to maintain capacity and capability of the specialist workforce. Absence of innovation and continuous quality improvement. Exceedance in unplanned activities arising from unexpected acute threats to health. <p>Resulting in: Poor quality and unsafe services, sub-optimal population health outcomes for population screening and health threats, and a breach of legal duties on Civil Contingencies and Duty of Quality.</p>
N/A	N/A	NEW RISK SRR4	<p>There is a risk that: we fail to effectively mitigate the public health impacts of climate change on the Welsh population</p> <p>Caused by:</p> <ul style="list-style-type: none"> Failure to identify and monitor climate change threats to health Failure to effectively inform actions of partner organisations and policymakers so that health is considered as part of their climate action Failure to effectively engage with our population, partner organisations and policymakers Failure to prioritise resources to actions that make a measurable difference to the health of our population Insufficient leadership in Wales to achieve a joined up and aligned system response to climate change. Failure to take co-ordinated actions with partner organisations across the UK 4 Nations and advocate for UK climate policies that protect and promote health <p>Resulting in: Failure to prevent harm to the health of our population as a result of climate change, resulting in worse health outcomes and widening of health inequalities.</p>
SRR6	<p>Risk of: Disruption to services and/or loss of confidential data in conjunction with a failure to exploit appropriate data to inform relevant public health actions.</p> <p>Due to: Cyber incident, other external factors, weaknesses in systems and processes, silo working and lack of strategic oversight of data outputs.</p>	SRR5	<p>There is a risk that: The organisation suffers loss of sensitive information and/or disruption to services.</p> <p>Caused by:</p> <ul style="list-style-type: none"> Cyber incidents other external factors, weaknesses in systems and processes, silo working and lack of strategic oversight of data outputs. <p>Resulting in: Poorer Public Health Outcomes, disrupted services and loss of trust in Public Health Wales.</p>
N/A	N/A	NEW RISK SRR6	<p>There is a risk that: we fail to fully exploit digital and data fully to improve public health in Wales.</p> <p>Caused by:</p> <ul style="list-style-type: none"> dependencies on other partners for delivery of systems and providing access to the data we need

			<ul style="list-style-type: none"> • capacity and capability within PHW and external partners. • lack of digital and data literacy within PHW as a whole <p>Resulting in: poorer public health outcomes for the population of Wales</p>
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The timeline below shows the route through governance processes in the organisation to deliver the work and approval required to revise the risk architecture to support the new SRR:

Risk Management Objective	Governance Route/Meeting	Date	Progress
Revised Risk Appetite Framework – development/discussion	Strategic Executive Team	15.01.25	Complete
Revised Strategic Risk Register – development/discussion	Strategic Executive Team	12.02.25	Complete
Revised Strategic Risk Register – development/discussion	Strategic Executive Team	26.02.25	Complete
Strategic Risk Register – development/discussion	Board Development Session	27.02.25	Complete
Strategic Risk Register – for formal approval and recommendation to Board	Business Executive Team	19.03.25	Complete
Risk Appetite Framework – for development/discussion	Board Development Session	24.04.25	In progress
Strategic Risk Register with full risk assessments – for formal approval by the Board	Board	July 2025	In progress
Risk Appetite Framework – for formal approval and adoption by the Board	BET/Board	July 2025	In progress

In conjunction with this development work, a revision of the Risk Management Policy and Protocol has been undertaken by the Risk Management Team. As in line with due organisational process, a formal consultation period will be initiated once internal Divisional and Directorate governance has taken place.

We anticipate the revised version of the Policy and Protocol to be published formally by Summer 2025. In line with the Audit and Corporate Governance Committee Terms of Reference, the Policy and Protocol will be presented there for adoption, prior to publication.

4. Links to the Corporate Risk Register

The Corporate Risk Register (CRR) reflects the most significant operational risks that impact Public Health Wales, in its entirety. 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, the highlighted risks are the risks that have been escalated to the corporate risk register since the last reporting period:

ID	Applicable Strategic Risk	CRR Risk Description	CRR Risk Effect
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 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)	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 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.
1541	SRR3 SRR5	There is a risk of harm to service users and employees within PHW, specifically in relation to vulnerable groups such as children and adults, due to 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. (NB this will be escalated to Strategic Risk going forward)	This will be caused by data being held in silos, difficulty accessing the data and inability to access to provide 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 seasonal illness.	The impact would be a delay in service users accessing services and frontline staff being



			inadequately protected from contracting flu.
1677	SRR1 SRR2 SRR3 SRR4 SRR5 SRR6	There is a risk that the integrity of the data for recording risks to evidence robust risk management will be compromised.	This is caused by less functionality in Datix Cloud in comparison to Datix Web. In addition, Datix Cloud does not include PHW/NHSWE specific requirements.
1678	SRR1 SRR2 SRR3 SRR4 SRR5 SRR6	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.

5. Strategic Risks

A full assessment of the 2 Strategic Risks reported to this Committee is provided in the attached Strategic Risk Register.

6. Equality Impact Assessment

No decision required.

7. Recommendation

The Committee is asked to:

- **Consider** the updates provided in relation to the Strategic Risks.
- Take **assurance** on the management of Strategic Risks within the organisation.