 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p>Name of Meeting Knowledge, Research and Information Committee</p> <p>Date of Meeting 17 June 2025</p> <p>Agenda item: 3.8.1</p>
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<h2 style="text-align: center;">Public Health Wales Strategic Risk Register</h2>	
National Director Health and Well Being	SRR1
National Director of Policy and International Health	SRR4
Director of Knowledge and Research	SRR5
<p>Purpose</p>	
<p>Receive the Strategic Risk Register for the purpose of scrutiny and challenge, noting the updates to controls mapped to risk causes and actions to identify gaps in assurance, since the last reporting period.</p>	
<p>The Committee is requested to note the initial templated approach for the reporting of the revised Strategic Risk that falls within the remit of the Committee’s Terms of Reference. Comments and feedback on the revised approach is welcomed from the Committee to shape reporting moving forward.</p>	

<p>Recommendation:</p>				
<p style="text-align: center;">APPROVE</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;">CONSIDER</p> <p style="text-align: center;"><input checked="" type="checkbox"/></p>	<p style="text-align: center;">RECOMMEND</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;">ADOPT</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;">ASSURANCE</p> <p style="text-align: center;"><input checked="" type="checkbox"/></p>
<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • Note the revised reporting template approach for Strategic Risk. • 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>				
<p>Strategic Priority/Well-being Objective</p>	<p>All Strategic Priorities/Well-being Objectives</p>			



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 the implementation of the Health and Social Care (Quality and Engagement) (Wales) Act by demonstrating a transparent approach to delivering improvements that address the wider determinants of health, in line with the Duty of Quality.
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 1 June 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

Since the last reporting period, the Strategic Risk that falls within the remit of this Committee of the Board, is **SRR 1**, **SRR 4**, and **SRR 5**.

SRR1 – “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.”

SRR4 – “There is a risk that: we fail to effectively mitigate the public health impacts of climate change on the Welsh population.”

SRR5 – “There is a risk that: we fail to fully exploit digital and data fully to improve public health in Wales.”

This revised wording was subject to extensive discussions at a Strategic BET meeting and a Board Development Session in February 2025. Final agreement from Business Executive Team was approved in April 2025 together with a Strategic Risk transition plan to ensure robust sightedness and appropriate governance principles were adhered to throughout the transition phase.

Therefore, the Committee is asked to **note the revised wording in the risk descriptor** and **take assurance** that in developing the refreshed reporting template, **where internal sources of control and action plans to address gaps in**

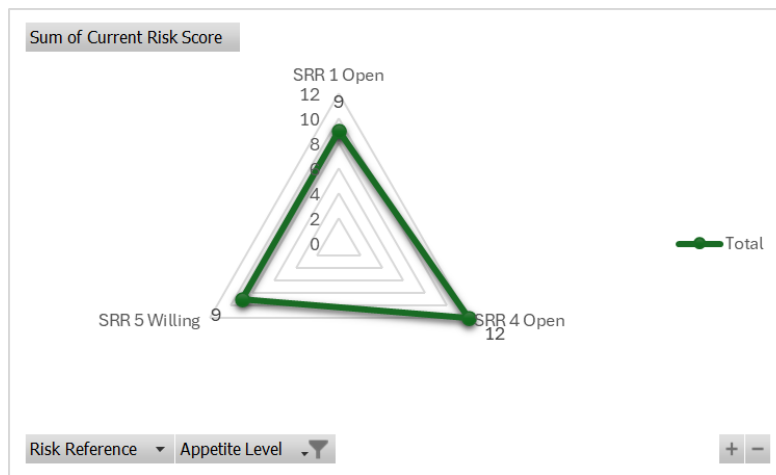
assurance could be mapped across, they have been.

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**).

The table below highlights where previous controls and/or action plans have been directly mapped from the old risk reporting template. All other controls/action plans are new controls or actions, not previously identified. The Committee is asked to note that **SRR 4** and **SRR 5** are both new risks to the Strategic Register, therefore, all controls and actions are new.

Control/Action Plan Reference and Description Mapped from Previous SRR	
C1.1	Delivery of Public Health Wales Route Maps and milestones within the Board approved Integrated Medium-Term Plan
C3.1	Professional standards and registration for Public Health Consultants and Practitioners and system of workforce planning ensuring we have the workforce to meet operational and strategic needs. Extensive people development opportunities to maintain and expand knowledge, skills and competency.
C4.1	Use of multiple communication channels and accessible formats to ensure we meet user needs. Ongoing review of engagement metrics, evaluation and quality assurance of engagement activity through campaigns, social marketing activity and website interactions utilising communications expertise within the organisation.
C5.1	Strong working relationships with key partners and stakeholders including Welsh Government, Directors of Public Health and Public Service Boards A Framework for Healthcare Public Health to influence the NHS to shift systematically towards prevention and Early Intervention Multi-agency governance Programme Boards (e.g. Tackling Diabetes Together)
C5.6	All programmes of work are evidence based and key milestones are included within the Long-Term Strategy, Route Maps and the Integrated Medium-Term Plan.

The Committee is requested to note that many of the controls reported for the effective management of **SRR4 Climate Change**, are predicated on the ongoing monitoring of the organisational position related to climate change via the Climate Change Programme Board. Further development of the work programme for this Programme Board is underway and will align with the actions identified through the risk assessment. This will ensure that actions can be consistently monitored, reviewed and evaluated, adding further assurance to the Committee and the Board on the management of this new strategic risk. The next meeting of the Climate Change Programme Board is scheduled for 1st July 2025.



3. Overarching Strategic Risk Profile of Knowledge, Research and Information Committee

An assessment to determine the risk profile of this Committee and where the risks sit in respect of the risk appetite threshold for each is depicted in the diagram below:

In showing the risk profile in this way, the Committee is able to determine, at a glance, where the most significant risk is and where the Committee is seeking or taking the most risk in respect of its potential reward. This information can then be used to inform future Committee agendas and ensure focus is placed on the most appropriate areas.

As indicated on the diagram and through the revised risk assessments, all 3 risks that sit within the remit of the Committee are currently being managed within its risk appetite level.

Once assessments for the rest of the revised and newly identified Strategic risks is complete, the Board will receive a radar-graph of all Strategic risks at its July 2025 meeting.

4. Links to the Corporate Risk Register

To demonstrate the links to the Corporate Risk Register (CRR), the table below reflects the corporate level risks that relate to the Strategic risk, reporting to this Committee. It also highlights where the risks are interdependent and areas where successful management at the corporate level would positively impact on the management of the Strategic level risk:

ID	Applicable Strategic Risk?	CRR Risk Description	CRR Risk Effect
1533	SRR1	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	The effect will be that PHW will not be able to

		<p>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)</p>	<p>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.</p>
1677	SRR1 SRR5	<p>There is a risk that the integrity of the data for recording risks to evidence robust risk management will be compromised.</p>	<p>This is caused by less functionality in Datix Cloud in comparison to Datix Web. In addition, Datix Cloud does not include PHW/NHSW E specific requirements.</p>

1678	SRR1 SRR5	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.
1779	SRR1 SRR5	There is a risk that PHW will lose our ability to monitor its 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.

It is **important to note** that there are currently **no Corporately held risks that directly impact on the SRR4 Climate Change** risk, however; there was a recommendation to at the February 2025 Board Development Session for the carbon net zero directive to be captured through the Corporate Risk Register. This is currently in development and is anticipated to be reported through the next iteration of this report.

5. Strategic Risks

The full risk assessments for strategic risks 1,4 and 5 are available at *Appendix 1*.

6. Equality Impact Assessment

No decision required.

7. Recommendation

The Committee is asked to:

- **Note** the revised reporting template approach for Strategic Risk.
- Take **assurance** on the management of Strategic Risk within the Organisation.