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|  <p>Iechyd Cyhoeddus Cymru Public Health Wales</p> | <p>Name of Meeting People and Organisational Development Committee Date of Meeting 16 July 2025 Agenda item: 4</p> |
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| <h2 style="text-align: center;">Public Health Wales Strategic Risk Register</h2> | |
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| <p>Director of People and Organisational Development</p> | <p>SRR2</p> |
| <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> | |

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| <p>Recommendation:</p> | | | | |
| <p style="text-align: center;">APPROVE <input type="checkbox"/></p> | <p style="text-align: center;">CONSIDER <input type="checkbox"/></p> | <p style="text-align: center;">RECOMMEND <input type="checkbox"/></p> | <p style="text-align: center;">ADOPT <input type="checkbox"/></p> | <p style="text-align: center;">ASSURANCE <input checked="" type="checkbox"/></p> |
| <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> | | | | |
| <p>Strategic Priority/Well-being Objective</p> | <p>All Strategic Priorities/Well-being Objectives</p> | | | |

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| <p>Summary impact analysis</p> | |
| <p>Equality and Health Impact Assessment</p> | <p>No decision is required.</p> |
| <p>Risk and Assurance</p> | <p>This submission is the Strategic Risk Register.</p> |



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| 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 1st 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 2**.

“There is a risk that: The organisation could experience poor organisational health.

Caused by:

1. Failure to develop our people
2. Ineffective organisational leadership
3. Poor governance, lack of strategic workforce planning to achieve the required capability and capacity of our people
4. Lack of a clear and consistent vision of our inclusive organisational culture
5. Capability and complexity in relation to significant programmes of change to meet IMTP deliverables.

Resulting in: a poor organisational culture with insufficient capability and capacity to perform and deliver.”

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.

However, the People and Organisational Development Directorate have now had further opportunity to review the wording related to the causes and the impact of the risk and have made the following suggestions to change the wording:

“There is a risk that: The organisation could experience poor organisational health.

Caused by:

1. Ineffective organisational leadership and governance
2. Lack of progress towards our ideal organisational culture
3. Inability to appropriately engage, develop and enable our people to deliver our Long-Term Strategy
4. Lack of adequate capacity or capability to deliver BAU/IMTP/SP route maps and flexibility/ adaptability/ readiness for change
5. Lack of integrated and strategic workforce planning

Resulting in: diminished ability to deliver strategic priorities, reduced adaptability and innovation, poor attraction, engagement and retention, and erosion of stakeholder confidence.”

Subject to endorsement at the Committee, this change will be recommended to the Board in July 2025 to amend the wording of the causes and impact of this strategic risk.

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.

| Control/Action Plan Reference and Description Mapped from Previous SRR | |
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| C1.1 | DANI TO POPULATE ONCE RECEIVED RESPONSE FROM RACHEL |

3. Overarching Strategic Risk Profile for Public Health Wales

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:

| Datix ID | Description | Cause |
|-----------------|---|--|
| 1596 | There is a risk that the organisation may not have the capacity or resources necessary to effectively deliver the long-term strategic plan | This is caused by a challenging political and financial landscape, which includes staff time being redirected to contribute to the (Covid) public enquiry and an unstable industrial relations climate |
| 1593 | 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. | This is caused by organisational capacity and capability to operationalise and embed due to competing priorities. |

5. Strategic Risks

The full risk assessments for strategic risk 2 is 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.
- **Endorse the revised wording to SRR2.**
- Take **assurance** on the management of Strategic Risk within the Organisation.