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|  <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p> | <p> Name of Meeting Quality, Safety and Improvement Committee </p> <p> Date of Meeting 04th February 2025 </p> <p> Agenda item: 5.1.1 </p> |
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| <h2 style="text-align: center;">Public Health Wales Strategic Risk Register</h2> | |
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| National Director Policy and International Health | SR 3 |
| National Director Health Protection and Screening Services | SR 5 |
| <p>Purpose</p> <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>The Committee is 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 | |
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| 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 3 and 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.

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:



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. In the example above, it is noted that **SRR1** presents the highest level of risk to the organisation, with the most significant risks being reported to the Knowledge, Research and Information Committee.

Since the last reporting period, there has been no change to the risk scoring for the Strategic level risks. However, as agreed at a 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 of the IMTP and associated route map(s).

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.

It is proposed that further strategic risk reframing against the route maps and strategic objectives 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.

A further paper with all of the proposed recommendations will be presented to the Business Executive Team imminently for consideration and discussion. The Committee will be updated in this regard, in due course.

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:

| 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 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 aid 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. |

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| 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. |
| 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 Strategic Risk Register. The full risk assessments for strategic risks 3 and 5 can be viewed at *Appendix 1*.

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.