

 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p> Name of Meeting Quality, Safety and Improvement Committee Date of Meeting 02 June 2025 Agenda item: 5.3 </p>
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<h2 style="text-align: center;">Public Health Wales Strategic Risk Register</h2>	
National Director Health Protection and Screening Services	SRR3
<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>	

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> <table border="1" data-bbox="193 1675 1441 1738"> <tr> <td data-bbox="193 1675 619 1738"> Strategic Priority/Well-being Objective </td> <td data-bbox="619 1675 1441 1738"> All Strategic Priorities/Well-being Objectives </td> </tr> </table>					Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
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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 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 3

“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.”

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.

Control/Action Plan Reference and Description Mapped from Previous SRR	
C1.1	Development, implementation, and maintenance of emergency and business continuity arrangements, including participation in EPRR training and exercises, alongside debriefing and implementing lessons identified from incidents and outbreaks.
AP 1.1	Develop resilient, coordinated and effective Pandemic Response Arrangements for PHW.
C1.2	Development and utilisation of policies and procedures to enable effective and efficient service delivery, including clinical and non-clinical <i>Standard Operating Procedures and Protocols</i> .
C1.4	An HPSS programmatic approach to benchmarking, reviewing and improving corporate and business operational systems and processes within the directorate supported by corporate enabling functions.
C1.5	HPSS adoption of the PHW Clinical Governance Framework and the divisional systems of quality monitoring aligned to delivery context and mandated or quality standards.
C2.1	Uphold high professional standards: Professional Regulation – Medical, Nursing & Midwifery, and Multi-Professional Staff
C4.2	Extensive system for surveillance of health threats to inform timely and effective response.

3. Overarching Strategic Risk Profile

We are currently undertaking assessments for the rest of the revised and newly identified Strategic risks. Once this is complete, the Board will receive a spider-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:

CRR ID	Applicable Strategic Risk	CRR Risk Description	CRR Risk Effect
1541	SRR3	There is a risk of harm to service users and employees within PHW, specifically in relation to vulnerable groups such as	Potential misuse of position of trust, resulting in abuse of service users and potentially



		children and adults, due to the absence of regular disclosure and barring service checks.	employees. Detrimental and adverse impact on levels of public confidence and credibility. Financial implications relating to claims made against the organisation.
1593	SRR3	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	SRR3	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
1677	SRR3	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	SRR3	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.
1758	SRR3	There is a risk of further service disruption due to excessive dust damaging the detectors of the mammography units on the MBSU's. 1 mobile unit is currently out of service due to this issue. 9 other units could potentially be at risk.	This is caused by dust entering the casing containing the image detector potentially damaging the detector, rendering the machine inoperable.
1779	SRR3	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.

5. Strategic Risks

A full assessment of all 6 Strategic Risks is provided in the Strategic Risk Register. The full risk assessment for strategic risk 3 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.
- Take **assurance** on the management of Strategic Risk within the Organisation.