 <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 29th September 2025 </p> <p> Agenda item: 4.4 </p>
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<h2 style="text-align: center;">Public Health Wales Strategic Risk Register</h2>	
Medical Director/ National Director	SR 3
<p>Purpose</p> <p>Receive this revised 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.</p> <p>The Committee is asked to note the revised strategic risk that falls within the remit of the Committee’s Terms of Reference and the inclusion of new action plans and controls, where appropriate.</p> <p>Appendix 1 includes the full risk assessments for Strategic Risk 3.</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 1738 1445 1809"> <tr> <td data-bbox="193 1738 619 1809"> Strategic Priority/Well-being Objective </td> <td data-bbox="619 1738 1445 1809"> 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 updates the Committee on the key developments in the risk agenda.

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.

In line with due process and the approach of all Health bodies in Wales, risks are measured against a 5x5 risk scoring matrix:

Risk Scoring Matrix					
Likelihood/ Frequency	Consequence/Impact				
	1. Negligible	2. Minor	3. Moderate	4. Major	5. Catastrophic
5. Almost Certain (91%)	5 (Moderate)	10 (High)	15 (Extreme)	20 (Extreme)	25 (Extreme)
4. Likely (61-90%)	4 (Moderate)	8 (High)	12 (High)	16 (Extreme)	20 (Extreme)
3. Possible (41-60%)	3 (Low)	6 (Moderate)	9 (High)	12 (High)	15 (Extreme)
2. Unlikely (11-40%)	2 (Low)	4 (Moderate)	6 (Moderate)	8 (Moderate)	10 (High)
1. Rare (1-10%)	1 (Low)	2 (Low)	3 (Low)	4 (Moderate)	5 (Moderate)

Organisational risk reporting provides 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 August 2025**. In line with the current Risk Management Policy, strategic risks are reviewed and updated every other month. As risk management processes and practice becomes more mature throughout the organisation enhanced reporting, including the measurement and impact of mitigating actions, will continue to be refined.

2. Risk Description, Architecture and Ownership and Changes Since the Last Reporting Period

Since the last reporting period, significant work has been undertaken to understand and clarify the strategic risks to the organisation achieving its strategic objectives and the delivery of the IMTP. Understanding the threats to attaining strategic objectives is key to identifying accurate strategic risks and to ensure that Board and Committee attention is focussed on the most appropriate business areas of the organisation.

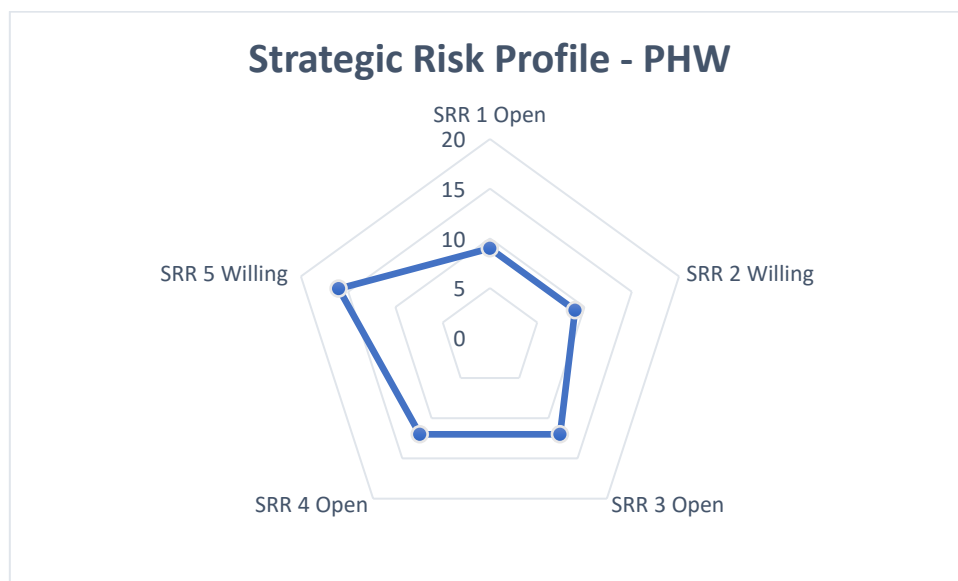
The Committee is reminded that a rolling programme of strategic risk deep dive sessions will commence in October 2025 starting with strategic risks 1 and 2. This

will facilitate discussions at an Executive level and enable the risk assessment template to continue to be populated as accurately as possible and will reflect the interdependencies between strategic risks and respective Directorates/Programmes of work.

The only significant change is the review of SRR3, the organisational ability to provide excellent public health services, where it has determined that the **risk scoring should increase from 9 to 12**, specifically on the **likelihood** of the risk manifesting (see Appendix for more detail)

3. Overarching Strategic Risk Profile

The revised strategic risks show a significant change in the overarching strategic risk profile for the organisation. This is based on the severity of the strategic risks and their scores and is visually depicted as follows: ¹



The spider diagram illustrates that the most significant area of risk is **SRR5, we fail to fully exploit digital and data fully to improve public health in Wales**. This is a change since the last reporting period, primarily due to the consistent and robust review of each strategic risk over the summer period.

The Committee is requested to take assurance that Strategic Risk 3 is being managed within their respective agreed risk appetite threshold.

¹ The diagram does not include SRR6 as this risk is considered in private session of the Board due to the nature of the risk.



3.1 Risk Appetite Reporting

The Committee is asked note that currently, strategic risks 1-5 are being managed within an agreed risk appetite level, with all risks incorporating a tolerance level, should the risk profile worsen.

SRR6 is currently being managed outside of its risk appetite and tolerance levels. More details on this are included in the separate paper, specifically for SRR6.

4. Links to the Corporate Risk Register

The Corporate Risk Register (CRR) reflects the most significant operational risks that impact Public Health Wales. The CRR summary table that was formerly presented within this report has now been removed as BET, Committees and the Board have taken assurance that corporate risks are being managed appropriately across the organisation. Assurance has also been taken that the management of the corporate risks support and underpin the management of the strategic risks.

5. Strategic Risks

A full assessment of Strategic Risk 3 can be viewed in *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.