

 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p> Name of Meeting Board </p> <p> Date of Meeting 28 November 2024 </p> <p> Agenda item: 4.2 </p>
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<h2 style="text-align: center;">Public Health Wales Strategic Risk Register</h2>	
National Director of Health and Well-being	SR 1 SR 2
National Director Policy and International Health	SR 3
Director of People and Organisational Development	SR 4
National Director Health Protection and Screening Services	SR 5
Director of Knowledge and Research	SR 6 (Separate Paper)
<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>Colleagues are requested to note the inclusion of new action plans and controls, where appropriate.</p>	

<p>Recommendation:</p>						
<p style="text-align: center;">APPROVE <input checked="" type="checkbox"/></p>	<p style="text-align: center;">CONSIDER <input checked="" 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 Board is asked to:</p> <ul style="list-style-type: none"> • Consider and approve the change requests to the Strategic Risks. 						
<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 1731 1442 1803"> <tr> <td data-bbox="193 1731 619 1803"> <p>Strategic Priority/Well-being Objective</p> </td> <td data-bbox="619 1731 1442 1803"> <p>All Strategic Priorities/Well-being Objectives</p> </td> </tr> </table>					<p>Strategic Priority/Well-being Objective</p>	<p>All Strategic Priorities/Well-being Objectives</p>
<p>Strategic Priority/Well-being Objective</p>	<p>All Strategic Priorities/Well-being Objectives</p>					

<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>

Health and Care Standards	<p>This report supports and/or takes into account the Health and Care Quality Standards.</p> <p>All themes</p>
Financial implications	<p>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.</p>
People implications	<p>There are both Corporate and Strategic Risk(s) relating to workforce and organisational development.</p>

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 October 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 1-5 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. It is requested that these revised deadlines, where appropriate, are approved.

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*).



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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.

It is anticipated that in presenting the risk profile to Executives and Board Members, it will further support and underpin a robust challenge and scrutiny of risks and will inform business planning and development for BET, Committees and the Board.

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.
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.

1648	SRR2 SRR6	There is a risk that Public Health Wales will lose access to Primary Care data.	The loss of Audit+ without a replacement equivalent service would lead to PHW being unable to meet its statutory responsibilities.
1531	SRR1 SRR2 SRR6	There is a risk that we will fail to exploit data to inform and direct public health action and interventions.	This will be caused by data being held in silos, difficulty accessing the data and inability to access to provide the impact on public health.

5. Strategic Risks

A full assessment of all 5 Strategic Risks is provided in the attached Strategic Risk Register. The full register can be viewed at *Appendix 1*. Please note that SRR 6 is included in a separate paper.

6. Equality Impact Assessment

No decision required.

7. Recommendation

The Board is asked to:

- **Consider** and **approve** the change requests to the Strategic Risks.