

CORPORATE RISK REGISTER - 15.03.2024					RISK ARTICULATION			INHERENT SCORING			CONTROLS	RESIDUAL (CURRENT) SCORING			DECISION		ACTION PLAN				TARGET SCORING		
Date ID	Risk Theme	Identification Date	Executive Sponsor	Directorate	Risk Description	Cause	Effect	Likelihood	Consequence	Rating	Key Controls	Likelihood	Consequence	Rating	Risk Decision	Action Summary	Action Due date	Action Done date	Progress	Likelihood	Consequence	Rating	
1533	Adverse Publicity	14/06/2023	Director of WHO Collaborative	WHO Collaborating Centre	There is a risk of reputational damage and failure to effectively implement the HIA statutory regulations which form part of the Public Health (Wales) Act.	This will be caused by a lack of capacity in the WHIASU team and limited knowledge, skills and capacity across PHW, outside of WHIASU, to meet the anticipated high volume of requests for assistance, guidance and training from Welsh Government, internally in PHW and externally from public bodies. The WHIASU team consists of 3.3 WTE and a Consultant providing strategic leadership.	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 provide assistance to 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.	4 Highly Likely	4 Major	16	Temporary changes have been put in place to bolster the WHIASU team as it delivers its IMP deliverables as well as prepares for the duty. This includes extending a Band 6 maternity cover until April 2024 at 0.8 WTE and a highly experienced Band 7 is remaining as part of retire and return at 0.4 WTE from 0.6 WTE in October. Other preparations include revamping training, providing quarterly Network of Practice meetings and masterclasses, mapping the stakeholder landscape and writing guidance and FAQs for example.	4 Highly Likely	4 Major	16	Escalate						2 Unlikely	2 Minor	4
1541	Patients and Clients (Clinical) Risks	06/07/2023	Director of People and Organisational Development	People and Organisational Development	There is a safeguarding risk that organisational DBS checks do not prevent unsuitable people from working with vulnerable groups, including children, therefore placing them at risk of harm, abuse and neglect.	DBS checks on individuals are performed on the commencement of employment in PHW and are not renewed thereafter. Employees may not have an appropriate level of DBS check for their role or activity within PHW.	This could mean that vulnerable people accessing and receiving PHW services, may be cared for by an employee or volunteer whom is deemed unsuitable by the DBS to work with vulnerable groups.	3 Likely	4 Major	12	A Training session has been delivered by the DBS regional advisor to recruiting managers. An algorithm has been developed for recruiting managers to utilise when making staff appointments to ensure that the appropriate level of DBS is requested on appointing staff. Training videos have been developed and advertised on PHW's SharePoint. The risk has been discussed at the All Wales Safeguarding Network and will be escalated to Welsh Government to establish the National Picture with regards to the frequency of DBS renewals at an All Wales level.	2 Unlikely	3 Moderate	6	Tolerate	DBS Audit	31/01/2024	15/01/2024	Audit completed, results being analysed and audit report written	1 Highly Unlikely	3 Moderate	3	
1554	Operational	22/06/2023	Executive Director for Public Health Services	Health Protection and Screening Services	There is a risk arising from an ISSUE that changes to alerting processes will mean that PHW stop receiving emergency and major incident (E or MI) alerts.	New systems being utilised by WAST and other partners are not compatible with the current PHW arrangements to receive E or MI alerts.	PHW will be not receive E & MI alerts in a timely manner potentially delaying our response and the provision of public health advice to save lives and reduce harm.	5 Almost certain	4 Major	20	Currently PHW has an interim agreement in place with WAST and other partners to continue manually calling PHW. The EPRR team are further supporting this on an informal interim basis with a mechanism to receive the alerts via the new systems. When a message is received by the EPRR team, it will be cross checked with the existing alerting process to ensure the details are relayed appropriately.	4 Highly Likely	4 Major	19	Treat	The HPS Directorate Management team agreed to establish a resilient EPRR 24/7 on-call service (12/12/23). The service will be led by the EPRR team and supported by suitably experienced members of staff from the HPS Directorate.	31/03/2024			2 Unlikely	4 Major	8	
																Work to establish the new service will commence with a target completion date on 31/03/24.	31/03/2024						
																31/03/2024		21.01.24: Work progressing to achieve agreement to procurement the resilient messaging platform to support the on call service. Work initiated with PoD for a process to recruit the staff required to support the service. 12.02.24: System procured, equipment delivered to CO2. Work to develop SOPs initiated. Awaiting PoD update on process to recruit staff required to support service.					
1593	Statutory Duty	04/10/2021	Director of Improvement Cymru	Improvement Cymru	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 will be caused by organisational capacity and capability to operationalise and embed due to competing priorities.	The impact will be non-compliance with the legislative requirements, and a lack of progress in strengthening quality improvement and governance in the delivery of safe services, programmes and functions.				1. Established innovation and improvement Hub creating a culture of improving and innovating for quality within the organisation 2. Quality as an Organisational Strategy methodology being implemented in PHW 3. Established of SRO Group for the Duty of Quality to support the implementation of the Duty across PHW 4. Implementation plan for PHW with identified leads for each theme 5. Senior representation on the Duty of Quality National Reference Group 6. Quarterly reporting to BET and QSC 7. Welsh Government issued minimum requirements as an implementation roadmap 8. Developed coaching support to be provided by I&I Hub for improvement projects 9. National guidance and support materials and designated sharepoint site available.				Reporting and information - Quality-related information escalation mechanisms in place, with plans for review and consideration at appropriate level	01/04/2024		Update 21/02/24: The Board Assurance Framework has been approved and is live on the website. The Committee Chairs met in January to discuss the approach to progress a number of workstreams and improvement work through this group. The deep dive guidance will be considered following the outcome of the QSC pilot work and a review of the learning from this which will be considered by the Committee Chairs in February.  Phase 2 developments for performance reporting continue to be progressed through ongoing engagement with identified areas across the organisation. This includes the review/refresh of performance indicators, including alignment with STEEP quality standards, where possible. Consultant being procured to support development work to the Performance & Assurance Dashboard up to end of March 2023  Update 04/01/24: Ongoing discussions with regards to quality governance including a Quality Oversight Group					
											Reporting and information: annual quality report compiled in March 2024 in accordance with PHW governance process	31/05/2024		Update 21/02/24: Draft process for data capture and collation tool created. Initial discussions with the BBU to agree timelines for DoQ report. Preliminary conversations commenced with service areas to gather data and will be discussion at the quality oversight group in February.  Update 04/01/24: Report Template guidance received and preparatory work ongoing for submission									
											Commissioning: All commissioning arrangements incorporate DoQ requirements	31/03/2024		Update 21/02/24: Activity is underway to progress the action as part of existing work and timelines. Update 04/1/24: Awaiting guidance and governance review by Board Business Unit									
											Hosting arrangements: All hosting arrangements incorporate DoQ requirements	31/03/2024		Update 21/02/24: Activity is underway to progress this action as part of existing work and timelines. Update 04/1/24: Awaiting guidance and governance review by Board Business Unit									



1596	Human Resources	26/10/2023	Director of People and Organisational Development	People and Organisational Development	There is a risk that the organisation may not have the capacity or resources necessary to effectively deliver the long-term strategic plan	This risk arises from 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	Inability to deliver the long term strategy due to absence of strategic workforce planning	4 Highly Likely	4 Major	16	1. Resource Allocation and Assessment: Assess current resource allocation. Identify gaps between the required resources and what is currently available. Ensure alignment between strategic goals and resource allocation. Adjust resource distribution, as necessary. (This would need to be determined by Directorates as part of the IMTP planning/workforce planning) 2. Capacity Building: Continue to invest in developing the skills and capabilities of existing staff to handle the strategic plan's demands. (Directorates would need to be clear what this looks like so that we can determine feasibility) 3. Prioritization and Phasing: Evaluate the strategic plan and identify high-priority initiatives. Consider phasing the plan to allow for a gradual rollout, focusing on crucial elements first and postponing or de-prioritising less critical components. (Each of the Directorates would need to do this and would need to be part of the IMTP development) 4. Scenario Planning: Develop scenarios that account for different levels of resource availability. This will help us be prepared for various resource-related challenges and allow for quick adaptation as circumstances change. (Again, would be Directorate specific) 5. Resource Bank: Better utilisation of finances through use of the new Resource Bank to replace agency use and overtime.	3 Likely	4 Major	12	Treat	Workforce Planning Provide a holistic view of our current critical roles with clear plans that include solutions and interventions that will support the delivery of our priorities. Establish a clear vision outlining the function of job families within P	31/03/2024	We have an overview of the critical roles required to meet our strategic objectives. Plans incorporating solutions or interventions to address gaps currently underway within. Job family work currently being undertaken locally in DKR. Organisational wide work planned as part of IMTP process. Dedicated Strategic Workforce Planning lead commences in role January 2024 and will work with wider POD team and stakeholders to plan work required to achieve workforce planning activity. Process improvement work currently in progress in relation to job descriptions and job evaluation activity. Work ongoing also being planned in relation to working towards our ideal culture and People Promise as part of IMTP process. Industrial action work being progressed and supported through emergency planning and business continuity processes	2 Unlikely	4 Major	8
																Establish a workforce planning process and framework including clear roles and responsibilities and put in place interventions in response to identified risks and priorities.	31/03/2025				
																Establish a clear vision outlining the function of job families within Public Health Wales.	30/09/2024				
																Develop a resourcing strategy that supports the delivery of the Long Term Strategy, People Strategy and Strategic Equality Plan.	31/03/2025				
																Planning and response to any industrial action supported through our organisational architecture for emergency planning and business continuity, informed by national guidance and support from NHS Wales Employers, to ensure service continuity.	23/02/2024				
1531	Strategic Risk	01/06/2023	Director of Knowledge	Data, Knowledge and Research	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.	This will result in worse public health outcomes in Wales and increased information governance risk within Public Health Wales.	5 Almost certain	4 Major	20	5 Almost certain	4 Major	20	Treat	Establishment and embedding of the Digital Pipeline	31/03/2024			3 Likely	4 Major	12
															Job Families	31/03/2024	LN and Alisha Davies working with P&OD to create families. Will form part of workforce planning.				
															Recruitment of Key Skills	31/03/2024	Investment roles in recruitment process Development of job families to promote career pathways in process.				