 <p> <b>GIG</b>      CYMRU  <b>NHS</b>      WALES   </p> <p>     Iechyd Cyhoeddus      Cymru      Public Health      Wales   </p>	<p> <b>Name of Meeting</b>        Board     </p> <p> <b>Date of Meeting</b>        31 July 2025     </p> <p> <b>Agenda item:</b>        5.5     </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
Director of People and Organisational Development	SR 2
Medical Director/ National Director	SR 3
National Director of Policy and International Health	SR 4
Director of Knowledge and Research	SR 5
<p><b>Purpose</b></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>Approve the revised approach to Risk Appetite against our Strategic Priorities, noting the revised Risk Appetite descriptor applied to each Objective.</p> <p>Colleagues are requested to note the inclusion of new action plans and controls, where appropriate.</p> <p><b>Appendix 1</b> includes the full risk assessments for each strategic risk.</p> <p><b>Appendix 2</b> includes a table that describes the controls and actions that were not carried over to revised or new strategic risks for completeness and assurance.</p>	

<p><b>Recommendation:</b></p>				
<p style="text-align: center;">APPROVE</p> <p style="text-align: center;"><input checked="" type="checkbox"/></p>	<p style="text-align: center;">CONSIDER</p> <p style="text-align: center;"><input checked="" type="checkbox"/></p>	<p style="text-align: center;">RECOMMEND</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;">ADOPT</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;">ASSURANCE</p> <p style="text-align: center;"><input checked="" type="checkbox"/></p>
<p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• <b>Approve</b> the revised the Strategic Risks, and supporting architecture.</li> <li>• <b>Approve</b> the <b>revised approach to risk appetite</b>, including the realignment between the strategic objectives and relevant strategic risk.</li> </ul>				
<p><b>Link to Public Health Wales <a href="#">Strategic Plan</a></b></p> <p>Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.</p>				



This report contributes to the following:	
<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives

<b>Summary impact analysis</b>	
<b>Equality and Health Impact Assessment</b>	No decision is required.
<b>Risk and Assurance</b>	This submission is the Strategic Risk Register.
<b>Health and Care Standards</b>	This report supports and/or takes into account the <a href="#">Health and Care Quality Standards</a> .  All themes
<b>Financial implications</b>	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.
<b>People implications</b>	There are both Corporate and Strategic Risk(s) relating to workforce and organisational development.

## 1. Purpose

This paper updates the Board on two key developments in the risk agenda.

- to strengthen the ambition of the organisation in terms of risk appetite
- to redesign and mature the Strategic Risk Register.

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 all Health bodies in Wales, risks are measured against a 5x5 matrix, for reference, this is depicted below:

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 **1<sup>st</sup> June 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, measurement, and impact of mitigations, will continue to 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. This report includes the first iteration of the revised reporting template to the Board and the Integrated Governance Team welcome regular feedback from Board and Executive Team members on the template and if areas could be further strengthened.

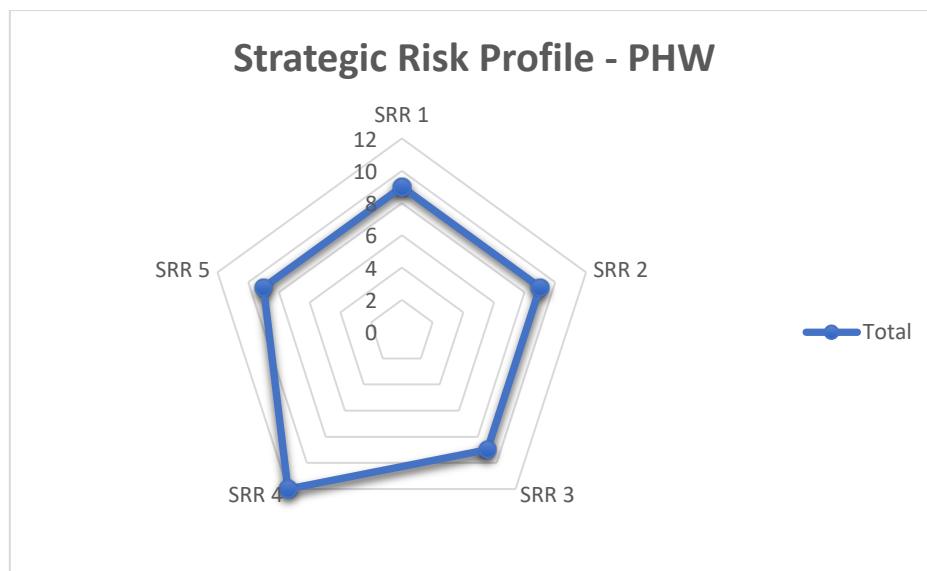
## 2. Risk Description, Architecture and Ownership and Changes Since the Last Reporting Period

Since the last reporting period, significant work has been undertaken to understand and clarify the strategic risks that present to the organisation, through its ambition to achieve its strategic objectives and mission of the IMTP. In understanding the threats to successful achievement of strategic objectives is key in identifying accurate strategic risk and ensuring that Board and Committee business is focussed on the most appropriate business areas for the organisation.

The Board is requested to note the revised and new risk descriptors for the strategic risks, encompassing the controls and actions to address gaps in assurances for each.

### 3. Overarching Strategic Risk Profile

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



It is clear from the spider diagram above that the most significant area of risk is related to **SRR4, failure to effectively manage the impacts of climate change on the Welsh population**. This profile will be subject to ongoing monitoring and review at each Board meeting. The Board is requested to take assurance that each of the Strategic Risks are being managed within their respective agreed risk appetite threshold.

<sup>1</sup> 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 Approach and Organisational Framework

Following extensive collaboration and co production with Board members, Executives, and key stakeholders, a hybrid framework has been developed for the organisation that allows a risk appetite level to be applied to each Strategic Priority.

Each Strategic Priority has been reviewed, and a revised Risk Appetite has been applied. The table below shows this and links the relevant corresponding revised Strategic Risk. While some priorities have an obvious related Strategic Risk, some have several relevant Strategic Risks which relate to enabling functions and actions.

Also important to note is that Risk Appetite range is now illustrated in each of the Strategic Risk templates that are attached to this report at Appendix 1. This will enable clarity of reporting to Board members and Executives on where the risk is in relation to its risk appetite level. This is complex, but simplified in the table below:

Strategic Priority	Strategic Risk Reference	Risk Appetite Level Applied
Strategic Priority 1 - Influencing the wider determinants of Health	SRR1 - We fail to deliver our role to influence a system shift to prevention, reduce health inequalities and address determinants of health.	Open
Strategic Priority 2 - Promoting mental and social well-being	SRR1 SRR2 SRR3	Open
Strategic Priority 3 - Promoting healthy behaviours	SRR1 SRR2 SRR3	Open
Strategic Priority 4 - Supporting the development of a sustainable health and care system focused on prevention and early intervention	SRR1 SRR2 SRR3 SRR4	Open
Strategic Priority 5 - Delivering excellent public health services to protect the public and maximise population health outcomes	SRR3 - We fail to deliver our contribution to excellent public health services in population health screening, infection, health protection and emergency response.	Open
Strategic Priority 6 - Tackling the public health effects of climate change	SRR4 - We fail to effectively mitigate the public health impacts of climate change on the Welsh population.	Open
<i>Strategic risks that relate to all priorities (with specific risk appetite set for each)</i>	SRR2 - The organisation could experience poor organisational health.	Willing

<p><b>SRR5</b> - we fail to fully exploit digital and data fully to improve public health in Wales.</p> <p><b>SRR6</b> - The organisation suffers loss of sensitive information and/or disruption to services.</p>	<p>Willing</p> <p>Cautious</p>
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#### 4. Links to the Corporate Risk Register

The Corporate Risk Register (CRR) reflects the most significant operational risks that impact Public Health Wales. 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. The highlighted risks are the risks that have been escalated to the Corporate Risk Register since the last reporting period:

ID	Applicable Strategic Risk	CRR Risk Description	CRR Risk Effect
1533	SRR1. SRR3. SRR4. SRR5. SRR6.	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: <a href="https://www.legislation.gov.uk/anaw/2017/2/part/6/enacted">https://www.legislation.gov.uk/anaw/2017/2/part/6/enacted</a> )	This is 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 within PHW and externally from public bodies.
1541	SRR2. SRR3.	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.	This is caused by the organisation not carrying out disclosure and barring service renewal checks in addition to the initial check that is undertaken at recruitment (whilst this is not a legal requirement it is best practice)
1593	SRR1. SRR2. SRR3. SRR4. 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.	This is caused by limited organisational capacity and capability to operationalise and embed due to competing priorities.



1596	SRR1. SRR2. SRR3. SRR5. SRR6.	There is a risk that the organisation may not have the capacity or resources necessary to effectively deliver the long-term strategic plan.	This is caused by 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
1614	SRR2.	There is a risk that PHW Board and Committees cannot take sufficient assurance that the NHS Wales Performance and Improvement is carrying out its functions in accordance with the governance framework of PHW. The current hosting agreement provides for an annual accountability report and for RO / AO meetings which may not provide sufficient assurance across the year.	This is caused by the PHW's Assurance Framework currently being in draft form and not yet approved and implemented. The new assurance framework from April will mitigate the risk.
1648	SRR1. SRR3. SRR4. SRR5.	There is a risk that Public Health Wales will lose access to Primary Care data.	This is caused by Audit+ (the current tool) used to gather primary care data being decommissioned in July 2024 and the withdrawal of technical support for Audit+ from March 2026.
1677	SRR1. SRR2. SRR3. SRR4. SRR5. SRR6.	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/NHSWP&I specific requirements.
1678	SRR1. SRR2. SRR3. SRR4. SRR5. SRR6.	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	SRR1. SRR2. SRR3. SRR6.	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	SRR1. SRR2. SRR3. SRR4. SRR5. SRR6.	There is a risk that we will lose our ability to monitor our 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.
1780	SRR1. SRR2. SRR3. SRR4. SRR5. SRR6.	There is a risk that PHW are unable to deliver our digital agenda due to dependencies on national programmes, DHCW and Welsh Government.	This is caused by a lack of governance, programme management, visibility, prioritisation, effective working practices and inconsistency within our partner organisations.

## 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 for the Private Board. **Equality Impact Assessment**

No decision required.

## 6. Recommendation

The Board is asked to:

- **Approve** the revised the Strategic Risks, and supporting architecture.
- **Approve** the **revised approach to risk appetite**, including the realignment between the strategic objectives and relevant strategic risk.