		Name of Meeting
		Board
		Date of Meeting
		24 June 2021
		Agenda item:
		3.1

Revised Strategic Risks

Executive lead:	Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals
Author:	John Lawson, Chief Risk Officer

Approval/Scrutiny route:	Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals
	Strategic Risk Owners

Purpose
The purpose of this paper is to present the organisation's strategic risks descriptors which have been reviewed and aligned to the Operational Plan 2021-22.

Recommendation:				
APPROVE ☒	CONSIDER ☐	RECOMMEND ☐	ADOPT ☐	ASSURANCE ☐

The Board is asked to:
- **Approve** the Strategic Risk Descriptors of the five revised strategic risk.

Link to Public Health Wales [Strategic Plan](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
Strategic Priority/Well-being Objective	Choose an item.
Strategic Priority/Well-being Objective	Choose an item.

Summary impact analysis	
Equality and Health Impact Assessment	N/A
Risk and Assurance	These are the strategic risks to Public Health Wales and form part of the Board Assurance Framework
Health and Care Standards	This report supports and/or takes into account the [Health and Care Standards for NHS Wales](#) Quality Themes Governance, Leadership and Accountability Choose an item. Choose an item.
Financial implications	There are significant financial risks of failing to effectively manage risk at any level but this is of particular note at Strategic level.
People implications	One of the newly defined strategic risks concerns the health and wellbeing of our staff.

1. Purpose / situation

This paper introduces the latest iteration of the strategic risks for approval by the Board.

2. Background

Public Health Wales has a Risk Management System that defines the architecture for risk management across the organisation. At the highest level, the strategic risks which are owned by the Board. These risks are reviewed on a regular basis to ensure they remain current and relevant.

3. Description/Assessment

Following feedback from the Executive and Board in April, the current nine strategic risks have been completely reviewed in light of the new Operational Plan that has been developed; and is due to be submitted to Welsh Government.

The review, conducted by members of the Executive and the Board, included detailed threat assessments, which have informed the identification of the risks. The review has concluded that when considering the implementation of the Operational Plan, there are five strategic risks. These can be broadly classed as follows:

1. Sustaining the Public Health response;
2. Statutory core Public Health functions;
3. System leadership;
4. Cyber security;
5. Health and wellbeing of our staff.

The risk descriptions can be found in appendix 1.

Following approval, work will continue on identification and assessment of controls, the scoring of the risks and the decisions on their treatment, and where appropriate action plans to reduce the severity of the risks. This further information will be presented to the Board in due course in line with normal reporting arrangements for risk.

4. Recommendation

The Board is asked to:

- **Approve** the Strategic Risk Descriptors of the five revised strategic risk.

No	Description	Owner
1	There is a risk that Public Health Wales will be unable to sustain the Health Protection response (for COVID 19 and other infectious disease / environmental hazards) for the ongoing progression of the pandemic. This will be caused by an inability to mobilise sufficient numbers of suitably qualified staff resulting in potential harm and lack of appropriate support to the system.	National Director Health Protection and Screening Services, and Medical Director
2	There is a risk that Public Health Wales will fail to sufficiently re-activate, innovate and improve (where appropriate) statutory and core public health functions to meet the needs of the population. This will be caused by insufficient mobilised workforce capacity and capability for reactivation and recovery, resulting in potential harm to the population and breaching of our statutory functions.	Executive Director Quality, Nursing and Allied Health Professionals
3	There is a risk that Public Health Wales will fail to mobilise sufficiently qualified staff in order to deliver effective and timely system leadership to tackle the broader population health harms and manage WG expectations. This will be caused by insufficient available resources to deliver the breadth and pace of work required resulting in missed opportunities to mitigate harm and improve population health.	Executive Director of Policy and International Health
4	There is a risk that Public Health Wales will suffer a cyber-attack on its IT systems of such magnitude that it will be unable to maintain core business and public facing services. This will be caused by our, and the wider system's, inability to keep pace with the technological advances of cyber crime and will result in statutory functions not being met and public safety (as it relates to our functions) being seriously compromised.	Deputy Chief Executive, Executive Director Operations and Finance
5	There is a risk that Public Health Wales will fail to sufficiently and effectively support and protect the health, well-being, welfare and resilience of our staff. This will be caused by the potential continued response to the pandemic and the constant need to balance the needs of our staff and the needs of the population. This will result in potential harm to our staff and in an inability to recruit and retain staff to deliver strategic and operational objectives.	Director of People and Organisational Development