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Iechyd Cyhoeddus
Cymru
Public Health
Wales

Name of Meeting

Board

Date of Meeting

25/05/2023

Agenda item:

4.1

Public Health Wales 2023-24 Re-freshed Strategic Risk Register

Angela Jones	SR 1 SR 2
Sumina Azam	SR 3
Neil Lewis	SR 4
Meng Khaw	SR 5 SR 6
Huw George	SR 7
Executive lead:	Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals
Author:	Eleanor Higgins, Integrated Governance Manager

Approval/Scrutiny route:	Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals Stuart Silcox, Assistant Director, Integrated Governance
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Purpose
Present the Board with the refreshed Strategic Risk Register for 2023/24, inclusive of Risk Owner's Overview, existing controls; sources of assurance; gaps in controls; and actions to mitigate the risk.

Recommendation:				
APPROVE <input checked="" type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input type="checkbox"/>
Recommendation				
The Board is asked to:				
<ul style="list-style-type: none"> Approve the refreshed Strategic Risk Register 				

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

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities.

This report contributes to all Strategic Priorities

Strategic Priority	Choose an item.
Strategic Priority	Choose an item.

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 Standards for NHS Wales Quality Themes Governance, Leadership and Accountability
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	No people implications.

1. Purpose / situation

This paper introduces the re-freshed Strategic Risk Register for 2023/24. This paper must be read in conjunction with the Strategic Risk Register.

The Strategic Risk Register (SRR) is the vehicle through which the Board takes assurance that it has a clear understanding of the strategic risks facing the organisation in the delivery of its strategic objectives, together with the severity and the impacts if the risks are realised. In addition, it provides assurance that any necessary actions required to mitigate those risks have been identified and are being suitably managed. A Delivery Confidence Assessment is allocated to each risk, along with an overview assessment from the risk owner

As part of the development of the Long Term Strategy 2023-2035 and the Integrated Medium Term Plan 2023-2026, seven new strategic risks have been developed and approved by the Board.

This paper presents a full refreshed Strategic Risk Register for the Executive Team to consider and recommend to the Board for approval.

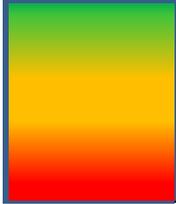
2. Background

The Board agreed to re-visit the Strategic Risks as a key and integral part of the refresh of the Long Term Strategy.

The new Strategic Risks have been developed through an iterative process which has included the views of the Long Term Strategy Priority Leads and workshops held with the Business Executive Team (BET) and Board during March 2023. The Board approved the headline risk descriptors on 29 March and asked the Executive Team to further consider the wording of the 'caused by' and 'resulting in'; and to agree the controls, actions and risk scores. Each risk has an identified risk owner and identified contributors. This reflects organisational maturity adopting a matrix approach to strategic priorities and strategic risks and how they are inextricably linked.

3. Delivery Confidence Assessment

All strategic risks carry a delivery confidence assessment assigned by the Executive Sponsor. The table below demonstrates the RAG status.

DCA RAG	DCA Description
	High degree of confidence exists that the controls and actions identified will mitigate the risk to the required level.
	It is feasible that the controls and actions identified will mitigate the risk to the required level but issues remain outstanding that require addressing.
	There is little confidence that the controls and actions identified will mitigate the risk to the required level.

4. Risk Appetite

Following approval of the re-freshed risk register by the Board, further work will be completed to revisit the risk appetite for the organisation.

5. Strategic Risks

The seven strategic risks are listed below. A full assessment is provided in the attached Strategic Risk Register.

5.1. Risk 1

Risk Description			
There is a risk of worsening health in the population of Wales, particularly among vulnerable populations, caused by the cumulative effects of current socio-economic, environmental and wider public health challenges and failure to influence the embedding of health in all policies, resulting in a widening gap in healthy life expectancy			
Risk Owner	Angela Jones, Exec Director of Health and Wellbeing		
Exec Contributors	Sumina Azam, Executive Director WHO CC Meng Khaw, National Director Health Protection and Screening Services Huw George, Deputy Chief Executive and Exec Director of Operations and Finance		
Risk Appetite			
Risk Scoring (5x5 scoring)			
Inherent	5	5	25
Current	4	4	20
Target	3	3	9
Link to other risk	N/A		

5.2. Risk 2

Risk Description
There is a risk of ineffective system-wide efforts to improve health and wellbeing by organisations across public, private and third sectors, caused by misaligned system-wide efforts and leadership, and weaknesses in partnership

working, resulting in worsening health outcomes and suboptimal use of limited public resources

Risk Owner Angela Jones, Exec Director of Health and Wellbeing

Exec Contributors Sumina Azam, Executive Director WHO CC
 Rhiannon Beaumont-Wood, Exec Dir Quality, Nursing and Allied Health Professionals
 Huw George, Deputy Chief Executive and Executive Director of Operations and Finance
 John Boulton, Director for NHS Quality Improvement and Patient Safety

Risk Appetite

Risk Scoring (5x5 scoring)

Inherent	4	4	16
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Current	4	4	16
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Target	3	2	6
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Link to other risk	Risk 6		
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5.3. Risk 3

Risk Description

There is a risk that people in Wales are insufficiently engaged and enabled on action they can take to improve their health and wellbeing, caused by failure to provide people with sufficient information, choice and access to timely advice and services, resulting in people feeling they are limited in exercising control over their health and wellbeing and avoidable poor health outcomes

Risk Owner Sumina Azam, Executive Director WHO CC

Exec Contributors Angela Jones, Exec Dir Health and Wellbeing
 Iain Bell, Director of Knowledge and Research
 Meng Khaw, National Director of Health Protection and Screening Services
 Rhiannon Beaumont-Wood, Exec Dir Quality, Nursing and Allied Health Professionals
 Huw George, Deputy Chief Executive and Executive Director of Operations and Finance

Risk Appetite

Risk Scoring (5x5 scoring)

Inherent	4	5	20
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Current	3	4	12
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Target	2	3	6
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Link to other risk	Risk 6		
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5.4. Risk 4

Risk Description

There is a risk of weakness in our organisational health, including our culture, capacity, capabilities and governance, caused by sub-optimal leadership,

management and engagement, resulting in low staff wellbeing and morale, failure to recruit and retain our staff and ineffective performance across one or more of our strategic priorities.

Risk Owner	Neil Lewis, Director of People and OD		
Exec Contributors	Rhiannon Beaumont-Wood, Exec Dir Quality, Nursing and Allied Health Professionals Huw George, Deputy Chief Executive and Executive Director of Operations and Finance John Boulton, Director for NHS Quality Improvement and Patient Safety Paul Vasey, Board Secretary and Head of Board Business Unit		
Risk Appetite			
Risk Scoring (5x5 scoring)			
Inherent	5	5	25
Current	4	4	16
Target	3	2	6
Link to other risk	N/A		

5.5. Risk 5

Risk Description			
There is a risk that we insufficiently prevent, plan for and respond to emerging external threats to public health, caused by insufficient horizon scanning, forecasting, use of data/digital tools and planning/training/exercising for response, resulting in suboptimal responses to near-term incidents (including but not limited to infectious disease) and longer-term emerging risks to public health.			
Risk Owner	Meng Khaw, National Director of Health Protection and Screening Services		
Exec Contributors	Sumina Azam, Executive Director WHO CC		
Risk Appetite			
Risk Scoring (5x5 scoring)			
Inherent	3	4	12
Current	3	4	12
Target	3	2	6
Link to other risk	N/A		

5.6. Risk 6

Risk Description			
There is a risk that we fail to deliver excellent public health services, including on screening, infection and health protection, caused by weakness in clinical and health protection processes, specialist workforce capacity and capabilities, innovation and/or capital investment, resulting in inadequate provision,			

responsiveness or uptake of services, poor individual patient and population outcomes and failure to meet quality standards.			
Risk Owner	Meng Khaw, National Director of Health Protection and Screening Services		
Exec Contributors	Rhiannon Beaumont-Wood, Exec Dir Quality, Nursing and Allied Health Professionals		
Risk Appetite			
Risk Scoring (5x5 scoring)			
Inherent	3	3	9
Current	3	3	9
Target	3	2	6
Link to other risk	N/A		

5.7. Risk 7

The wording for this headline risk descriptor has been amended to reflect the risk of release of data as opposed to the risk of a cyber-incident.

Risk Description			
There is a risk to delivery of public health services and the inappropriate release of confidential data, caused by a cyber-incident or a result of internal and external threats and weaknesses in the robustness of our IT systems and our behaviours, resulting in disruption of business continuity, potential significant data loss and data breaches.			
Risk Owner	Huw George, Deputy Chief Executive and Executive Director of Operations and Finance		
Exec Contributors	Rhiannon Beaumont-Wood, Exec Dir Quality, Nursing and Allied Health Professionals Iain Bell, Director of Knowledge and Research		
Risk Appetite			
Risk Scoring (5x5 scoring)			
Inherent	5	4	20
Current	5	4	20
Target	4	3	12
Link to other risk	N/A		

6. Next steps

The Board will be asked to consider and approve the refreshed Strategic Risk Register.

The current 2022/23 Strategic Risk Register will be superseded once the refreshed register has been approved. The two Strategic Risk Registers will be cross-referenced and any outstanding actions will either be transferred across, closed down, or de-escalated to the Corporate Risk Register.

Risk 2 from the 2022/23 has been incorporated into Risk 6 in the refreshed Strategic Risk Register. Likewise, Risk 6 from the 2022/23 register is now Risk 7.

Corporate risks will also need to be reviewed and refreshed as part of our ongoing governance arrangements.

7. Well-being of Future Generations (Wales) Act 2015

No decision required.

Recommendation

The Board is asked to:

- **Approve** the Strategic Risk Register.