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|  GIG CYMRU NHS WALES | Iechyd Cyhoeddus Cymru Public Health Wales | Name of Meeting Board Date of Meeting 29 March 2023 Agenda item: 4.1.4 |
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Refreshed Strategic Risk Register 2023/24

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| Executive lead: | Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals |
| Author: | Eleanor Higgins with advice from Alastair Levy (Risk Consultant) |

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| Approval/Scrutiny route: | Business Executive Team |
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Purpose

To provide background to the development of our new proposed strategic risks, in the context of the refresh of our Long Term Strategy and Integrated Medium Term Plan, and to seek approval of the new risks from the Board.

Recommendation:

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| APPROVE <input checked="" type="checkbox"/> | CONSIDER <input type="checkbox"/> | RECOMMEND <input type="checkbox"/> | ADOPT <input type="checkbox"/> | ASSURANCE <input type="checkbox"/> |
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Board is asked to:

- **Approve** the refreshed strategic risk descriptors for inclusion in the Strategic Risk Register

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:

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| Strategic Priority/Well-being Objective | All Strategic Priorities/Well-being Objectives |
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Summary impact analysis

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| Equality and Health Impact Assessment | Decision required is approval of our Strategic Risks |
| Risk and Assurance | Relates to revision of Strategic Risks |
| 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 Strategic Risk effectively are significant, both in terms of the potential for loss and also the failure to capitalise on opportunities |
| People implications | People implications are central to all our decisions relating to organisational risk management. |

1. Purpose / situation

To provide background to the development of our new proposed Strategic Risks, in the context of the refresh of our Long Term Strategy and Integrated Medium Term Plan, and to seek approval of the new Strategic Risks from the Board.

2. Background

The Board has agreed to re-visit the Strategic Risks as an integral part of the refresh of the Long Term Strategy.

The new proposed Strategic Risks have been developed through an iterative process which has included the views of the Long Term Strategy priority leads, workshops held with the Business Executive Team (BET) and Board held on 7th and 9th of March and further consideration at the BET meeting on the 20th March, with a further iteration of the strategic risks by BET on 27 March.

We also considered in our thinking:-

- Risks to the health of the population
- Risks to the performance of the overall health and care system
- Risks to the organisation and operations of Public Health Wales

This led to fifteen risk themes being identified which required further assessment, discussion and critique, leading to the seven Strategic Risk descriptors presented in this paper.

3. Assessment

The proposed seven Strategic Risks in the paper were assessed by the Executive Team on 27 March to meet an agreed criteria that they were: material, distinct, comprehensive, broadly proportionate, clearly defined and susceptible to targeted action (whether our role is to inform, advocate, mobilise or deliver).

The wording of the risks has been iterated since then to reflect:

- Create succinct, specific, self-standing, easily understood descriptions of each risk that can be included in Strategic Risk Register.
- Make the descriptions of cause and impact of each risk more succinct, allowing for detail to be reflected in actions taken against each risk (which are reflected in the IMTP). These will be further developed following Board approval of the risk descriptors below.
- Recognise that the risks (and actions to address them) will inevitably be interdependent.
- Allow for shared executive ownership of risks where appropriate, in line with the overlapping causes of risks and the importance we give to collective leadership, allowing for the option to identify one Executive Team member as Senior Risk Owner for each risk.
- Reflect specific wording comments and feedback from Executive Team members.

The current iteration of the seven Strategic Risks, for proposed inclusion in the Strategic Risk Register, is:

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| 1. There is a risk of worsening health in the population of Wales, particularly among vulnerable populations |
| 2. There is a risk of ineffective system-wide efforts to improve health and wellbeing by organisations across public, private and third sectors |
| 3. There is a risk that people in Wales are insufficiently engaged and enabled on action they can take to improve their health and wellbeing |
| 4. There is a risk of weakness in our organisational health, including our culture, capacity, capabilities and governance |
| 5. There is a risk that we insufficiently prevent, plan for and respond to emerging external threats to public health |
| 6. There is a risk that we fail to deliver excellent public health services, including on screening, infection and health protection |
| 7. There is a risk of a cyber-incident that materially affects our delivery of public health services or leads to inappropriate release of confidential data |

4. Next Steps

Once approved, the risks will be further developed into the Strategic Risk Register with an updated iteration of causes, impact and supporting controls and actions. This will be completed during April 2023 and reported back to the Board for further consideration and approval.

5. Recommendation

The Board is asked to:

- **Approve** the refreshed Strategic Risk descriptors