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Iechyd Cyhoeddus  
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Public Health  
Wales

**Name of Meeting**  
Audit and Corporate  
Governance Committee  
**Date of Meeting**  
15th September 2021  
**Agenda item:**  
3.13

## Interim Strategic Risk Register (ISRR)

**Executive lead:** Rhiannon Beaumont-Wood, Executive Director  
Quality, Nursing and Allied Health Professionals.

**Author:** John Lawson, Chief Risk Officer.

**Approval/Scrutiny route:** Business Executive Team

### Purpose

This paper provides an update on progress on the revised Interim Strategic Risk Register

### Recommendation:

APPROVE

CONSIDER

RECOMMEND

ADOPT

ASSURANCE

The Audit and Corporate Governance Committee is asked to:

- Take **Assurance** that development of the Interim Strategic Risk Register and its format is progressing and will be submitted to Board for approval in September 2021.

**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:

<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
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**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	An EHIA has not been completed at this stage
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<b>Risk and Assurance</b>	The strategic risk register is a key source of assurance to the Board setting out the approach and management of strategic level risks.
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<b>Health and Care Standards</b>	This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes  All themes
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<b>Financial implications</b>	None as a result of this paper. Any cost related to the management of the strategic risks are encompassed within relevant organisational budgets.
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<b>People implications</b>	None as a result of this paper. Any people related requirements related to the management of the strategic risks are identified within the SRR and CRR
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## 1. Situation

The Strategic Risk Register (SRR) is the vehicle through which the Board takes assurance that it has a clear understanding of the risks facing the organisation in the delivery of its strategic objectives, along with their severity and the impacts if they are realised. The SRR also provides assurance that any necessary actions required to mitigate those risks have been identified and are being appropriately managed. In 2021, the Board agreed that there was a need to review and update the strategic risks facing the organisation in the context of the organisation's move towards recovery from the COVID-19 Response.

This paper summarises the progress made in refreshing and developing the format and presentation of the SRR and the five new strategic risks. The paper also outlines how the pre-existing strategic risks are to be closed and the actions monitored to ensure that they are completed or closed as appropriate.

## 2. Background

In 2018, the Board approved the then Board Assurance Framework, which contained 7 strategic risks. Over the following two years those risks were revised to take account of the COVID-19 response and two further additional risks were added. These risks were last presented to a formal Board meeting in November 2020.

In a Board development event held in June 2021, it was agreed that there was a requirement for the 'Strategic Risks' to be reviewed and re-articulated in the context of the response to and recovery from the COVID-19 Response. As a result of this review, five new 'Strategic Risks' were identified and the risk descriptors were subsequently agreed by the Board with the understanding that further work would be undertaken to complete the controls and identify appropriate actions to mitigate these newly identified 'Strategic Risks'.

The risk headlines are shown below:

- Strategic Risk 1. Inability to sustain the COVID-19 Response
- Strategic Risk 2. Fail to reactivate, innovate and improve statutory and core public health functions
- Strategic Risk 3. Fail to deliver effective and timely system leadership
- Strategic Risk 4. Suffer a cyber-attack on IT systems
- Strategic Risk 5. Fail to support and protect the health, well-being, welfare and resilience of our staff

The full new risk descriptors are identified in Appendix A.

These risks provide the basis for the development of the revised Interim Strategic Risk Register (ISRR), and as such will now replace the previously identified strategic risks as presented to the Board in November 2020.

All five strategic risks are in the process of being completed through an assessment by the respective risk owners, with controls identified, scores determined and decisions made on actions to further reduce the risk.

### **3. Development of the Interim Strategic Risk Register**

The Interim Strategic Risk Register (ISRR) being finalised, is intended as an interim measure whilst a new Strategic Risk Register and Corporate Risk Register solution is built, which will take account of the need for risks to be managed through the Datix platform, whilst providing much clearer management and assurance information to the Executive and Board. The ISRR will form part of the overarching Board Assurance Framework.

The ISRR is intended to give clear information via a front page 'dashboard', whilst then providing more detail on each risk as a 'risk on a page' view. There will be a number of changes to the way in which the strategic risks will be presented and these are being discussed and developed with the Executive as the risk owners.

### **4. Outstanding actions from the previous Strategic Risk Register**

There are currently 102 outstanding actions from the original nine strategic risks. Risk owners have been asked to confirm the status as one of four categories for each action as follows:

- A – Action is subsumed into a new action on the new ISRR
- B – Action has been transferred to another location (e.g. Directorate SMT).
- C – Action completed
- D – Action no longer relevant

A summary of the position will be available in readiness for the Board meeting scheduled for 30<sup>th</sup> September 2021.

### **5. Consultation**

A stakeholder engagement exercise has been undertaken as part of the preparation of the Risk Management Development Plan, which is also in development as part of the longer term aim to refresh our overall approach to organisational risk management. The views have been sought of both members of the Executive Team and also a number of Non-Executive Directors. These views and comments included observations on how strategic risks could be better presented for both management and assurance purposes, and are being considered in the design of the Interim Strategic Risk Register.

## 6. Next steps

Once the Interim Strategic Risk Register is finalised and approved, this updated approach to strategic risk management will form a key element of progressing the Risk Management Development Plan which will be presented to the Business Executive Team in October 2021.

The Interim Strategic Risk Register will be presented to the Board in September for approval.

It should also be noted that further review and revisions of our 'Strategic Risks' will need to be undertaken as part of the refresh of the Long Term Strategy, together with consideration and updating of our organisational risk appetite in due course.

## 7. Recommendation

The Audit and Corporate Governance Committee is asked to:

- Take **Assurance** that development of the Interim Strategic Risk Register and its format is progressing and will be submitted to Board for approval in September 2021.

## Appendix A – New Strategic Risk Descriptors and Risk Owners

Risk description	Risk Owner
<p>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.</p> <p>This will be caused by an inability to mobilise sufficient numbers of trained staff resulting in harm</p>	<p>National Director Health Protection and Screening Services, and Medical Director</p>
<p>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.</p> <p>This will be caused by insufficient workforce capability and capacity for reactivation and recovery, resulting in harm to the population and the reputation of the organisation.</p>	<p>Executive Director Quality, Nursing and Allied Health Professionals</p>
<p>There is a risk that Public Health Wales will fail to mobilise sufficiently qualified staff and deliver effective and timely system leadership and manage expectations in order to tackle the broader population health harms in Wales.</p> <p>This will be caused by insufficient investment and resources to deliver the breadth of the work required to improve population health resulting in avoidable population harm</p>	<p>Director of Policy and International Development</p>
<p>There is a risk that PHW 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.</p> <p>This will be caused by our inability to keep pace with the technological advances of cyber criminals and will result in statutory functions not being met and public safety being seriously compromised.</p>	<p>Deputy Chief Executive</p>
<p>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.</p>	<p>Director of People and Organisational Development</p>

<p>This will be caused by constant need to balance the needs of the staff against the needs of the population, resulting in an inability to recruit and retain staff to deliver strategic and operational objectives</p>	
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