

CORPORATE RISK DASHBOARD (JANUARY 2025)

Risk Lead	Risk ID	Main Risk Category	Risk Description - There is a risk that:	SCORE (Likelihood x Impact)	Board Risk Appetite	Risk Target	At Target Y/N	Lead Board Committee
ED FC&SS	CRR 001	Financial Sustainability	The Health Board fails to deliver its financial forecast and savings target for the current financial year (2024/25)	5 x 4 = 20	Open	4	No	Delivery and Performance
ED FC&SS	CRR 002	Financial Sustainability	The Health Board fails to manage its financial resources in line with statutory requirements over a three-year period 2024-2027.	4 x 5 = 20	Open	8	No	Delivery and Performance
<b>ED P&amp;C</b>	CRR 003	Financial Sustainability	The Health Board fails to adequately allocate resources and execute actions to deliver transformation, relevant reconfiguration and longer-term service sustainability, leading to improved health outcomes / experience and reduce for citizens of Powys.	4 x 4 = 16	Open	8	No	Delivery and Performance
ED PCC&MH / ED PP&C	CRR 004	Quality	Increase in demand, inequality of access, complexity of patient needs, or failure to respond to demand pressures for PTHB provided services results in poorer outcomes and experience for the citizens of Powys.	4 x 4 = 16	Cautious	12	No	Patient Experience, Quality and Safety
ED PP&C	CRR 005	Quality	Increase in demand, inequality of access, complexity of patient needs, or failure to respond to demand pressures for commissioned services results in poorer outcomes and experience for the citizens of Powys. Commissioned services may include urgent and emergency health and social care system.	5 x 4 = 20	Cautious	12	No	Patient Experience, Quality and Safety

Risk Lead	Risk ID	Main Risk Category	Risk Description - There is a risk that:	SCORE (Likelihood x Impact)	Board Risk Appetite	Risk Target	At Target Y/N	Lead Board Committee
ED P&C	CRR 006	Quality	Failure to recruit and retain an appropriate workforce, results in an inability to sustain high quality services.	4 x 4 = 16	Cautious	8	No	Workforce and Culture
ED FC&SS	CRR 007	Safety	Demand for primary care services is higher than the capacity available. Related workforce challenges may lead to services becoming unsustainable.	4 x 4 = 16	Cautious	8	No	Planning, Partnerships and Population Health
ED AHPHS&D	CRR 008	Performance and service sustainability	A cyber-attack results in significant disruption to services and quality of patient care.	5 x 4 = 20	Cautious	12	No	Delivery and Performance
ED FC&SS	CRR 009	Quality	The care provided in some areas is compromised due to the health board's estate being not fit for purpose.	4 x 4 = 16	Minimal	9	No	Delivery and Performance
ED PH	CRR 010	Performance and Service Sustainability	A significant public health event/emergency impacts on population health and wellbeing, provision, continuity and sustainability of services	4 x 4 = 16	Cautious	TBC	No	Planning, Partnerships and Population Health
ED PH	CRR 011	Performance and service sustainability	A national power outage results in significant disruption to services and the quality of patient care	4 x 5 = 20	Cautious	12	No	Executive
ED AHPHS&D	CRR 012	Digital and Transformation	National Digital Programmes do not always meet Powys requirements	4 x 4 = 16	Open	4	No	Delivery and Performance

### CORPORATE RISK HEAT MAP: September 2024

#### There is a risk that...

<b>In-Committee Risks (Private)</b>	<p><i>CRR 008 A cyber-attack results in significant disruption to services and quality of patient care (Risk Score: L5 x I4 = 20)</i></p> <p><i>CRR 011 A national power outage results in significant disruption to services and the quality of patient care (Risk Score: L4 X I5 = 20)</i></p>
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		CRR 012 - National Digital Programmes do not always meet Powys requirements (Risk Score L4 X I4 = 16)					
<b>Impact</b>	<b>Catastrophic</b>	<b>5</b>				<ul style="list-style-type: none"> <li>• CRR011 (Power outage)</li> <li>• CRR002 (Financial resources)</li> </ul>	
	<b>Major</b>	<b>4</b>				<ul style="list-style-type: none"> <li>• CRR003 (Resource allocation)</li> <li>• CRR004 (Demand - provider)</li> <li>• CRR006 (Workforce)</li> <li>• CRR007 (Primary Care)</li> <li>• CRR009 (Estates)</li> <li>• CRR010 (Public Health Emergency)</li> <li>• CRR012 (National Digital Programmes)</li> </ul>	<ul style="list-style-type: none"> <li>• CRR001 (Financial forecast)</li> <li>• CRR005 (Demand – commissioner)</li> <li>• CRR008 (Cyber-attack)</li> </ul>
	<b>Moderate</b>	<b>3</b>					
	<b>Minor</b>	<b>2</b>					
	<b>Negligible</b>	<b>1</b>					
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
		<b>Rare</b>	<b>Unlikely</b>	<b>Possible</b>	<b>Likely</b>	<b>Almost Certain</b>	
		<b>Likelihood</b>					

**KEY**

<b>Executive Lead:</b>	
CEO	Chief Executive
ED FC&SS	Executive Director of Finance, Capital and Support Services
D Ops	Director of Operations
ED PCC&MH	Executive Director of Primary Care, Community and Mental Health
ED NQE&FH	Executive Director of Nursing, Quality, Women and Family Health
EMD	Executive Medical Director

## Risk Appetite Descriptors and Categories

Risk Appetite	Description
Averse	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is key objective. Activities undertaken will only be those considered to carry virtually no inherent risk.
Minimal	Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
Cautious	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
Eager	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk.

ED PH	Executive Director of Public Health
ED P&C	Executive Director of People and Culture
ED AHPHS&D	Executive Director of Allied Health Professions, Health Sciences and Digital
ED PP&C	Executive Director of Planning, Performance and Commissioning
DCG	Director of Corporate Governance

## Risk Scoring

LIKELIHOOD	IMPACT				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain 5	5	10	15	20	25
Likely 4	4	8	12	16	20
Possible 3	3	6	9	12	15
Unlikely 2	2	4	6	8	10
Rare 1	1	2	3	4	5

Very Low	1-3	Low	4-8	Moderate	9-12	High	15-25
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