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Iechyd Cyhoeddus
Cymru
Public Health
Wales

Name of Meeting
Audit and Corporate
Governance Committee
Date of Meeting
20th January 2022
Agenda item:
4.3

Public Health Wales Strategic and Corporate Risk Registers

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| 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 Business Executive Team 20 December 2021 |

Purpose

Receive the Strategic and Corporate Risk Registers for the purpose of scrutiny and challenge and to approve changes to the Strategic Risk Register

Recommendation:

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|--|---|---------------------------------------|-----------------------------------|--|
| APPROVE <input checked="" type="checkbox"/> | CONSIDER <input checked="" type="checkbox"/> | RECOMMEND <input type="checkbox"/> | ADOPT <input type="checkbox"/> | ASSURANCE <input checked="" type="checkbox"/> |
|--|---|---------------------------------------|-----------------------------------|--|

Recommendation

The Audit and Corporate Committee is asked to:

- **Consider** the Strategic and Corporate Risk Registers
- **Approve** the requests for changes to the Strategic Risks
- **Take assurance** that the organisation's Strategic and Corporate risks are being managed appropriately

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. |
|---------------------------|-----------------|

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|---------------------------|-----------------|
| Strategic Priority | Choose an item. |
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Summary impact analysis

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| Equality and Health Impact Assessment | No decision is required. |
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| Risk and Assurance | This submission is the Strategic and Corporate Risk Registers. |
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| 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 |
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| Financial implications | The financial implications of failing to manage corporate risk effectively are significant, both in terms of the potential for loss and also the failure to capitalise on opportunities. |
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| People implications | No people implications. |
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1. Purpose / situation

This paper introduces both the Strategic Risk Register and the Corporate Risk Register. This Committee receives the Strategic and Corporate Risk Registers in their entirety. The paper highlights any issues that require bringing to the Committee's attention or in the case of the Strategic Risk Register, for which approval is sought. This paper must be read in conjunction with the individual strategic risks and the Corporate Risk Register.

The Strategic Risk Register details the four Strategic Risks that have been approved by the Board. These are the highest level risks that could prevent the organisation from delivering on its strategic priorities.


The Corporate Risk Register details the eight highest level operational risks that are being managed on a day to day basis by Executive Directors.

Both risk registers were last seen at the Business Executive Team (BET) meeting on 20th December 2021 and both were approved for submission to the Committee. All requests for change on the Corporate Risk Register were approved at BET.

2. Strategic Risk Register

Delivery Confidence Assessment

All strategic risks now carry a Delivery Confidence Assessment from the risk owner as follows:

| 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. |

In addition to the Delivery Confidence Assessment, each risk owner provides a 'Risk Owner's Overview Assessment' which is a narrative assessment of the current position. The assessment for each risk is shown below, along with the current Delivery Confidence Assessment. For full details, please refer to the risk in question.

| | Risk description | DCA |
|-----|--|-----|
| SR1 | Inability to sustain the COVID-19 response | |
| | <p>Risk Owner's Overview Assessment Status</p> <p>There now exists a greater understanding of the response requirements for the pandemic than was previously held. Public Health Wales is engaged in regular strategic discussions with Welsh Government. Twice weekly meetings of Covid Co-ordination Group (CCG) and a regular rhythm of Directorate Leadership Team meetings, led by National Director. There is currently a major health protection recruitment campaign underway and as a result, recruitment to newly created vacancies is ongoing. There remain workforce challenges in the medical microbiology workforce. Additionally, regular horizon scanning exercises and public health surveillance are now incorporating Covid 19. Internally, there is also comprehensive staff sickness monitoring to maintain an overview of resources available.</p> | |
| SR2 | Fail to deliver effective and timely system leadership | |
| | <p>Risk Owner's Overview Assessment Status</p> <p>In terms of improving population health, the Operational Plan for 2021-22 was developed in line with our priorities using a tiered model to factor in resourcing requirements, skills required and the return of staff from the pandemic response to support the plan. To deliver the plan we have:</p> <ul style="list-style-type: none"> A Population Health Strategic Group which meets on monthly basis to evaluate the work and provide assurances and controls to improve Population Health in Wales; Continually reviewed the availability of staff mobilised to support the pandemic response; Re-evaluated workplans as staff have returned to substantive roles; moved resources from other parts of the wider organisation to fund contracts and temporary staff; Used commissioning models in areas with low levels of staff during the pandemic to enable delivery of the population health workplans. <p>We will continue to:</p> | |

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| | <p>Utilise funding opportunities using International and UK partnerships to maximise the evidence base and investments of any work we undertake;</p> <p>Review carefully recruitment plans for specialist posts;</p> <p>Assess the impact on plans of the need to respond to the on-going pandemic;</p> <p>Take account of the internal organisational changes processes which were announced in April 2021.</p> | |
| SR3 | Suffer a cyber-attack on IT systems | |
| | <p>Risk Owner's Overview Assessment Status For security reasons, details of the risk controls are not included in this document but are obtainable from the risk owner on request.</p> | |
| SR4 | Fail to support and protect the health, well-being, welfare and resilience of our staff | |
| | <p>Risk Owner's Overview Assessment Status We are in the process of developing our IMTP and contributing to the refresh of our Long Term Strategy. Whilst plans will be ambitious in order to attend to the population health needs in Wales, as well as continuing to lead the Health Protection response to the ongoing pandemic, we must ensure ambition, stretch and challenge is manageable and does not create, enable nor exacerbate fatigue nor contribute to poor wellbeing and disengagement amongst staff. A Strategy Cohesion Group and the standing back up of the (senior) Leadership Team add further layers of delegated authority, decision making and bridge the gap between the most senior leaders and our people. We continue to connect corporate/organisation wellbeing and engagement activity through the Wellbeing and Engagement Partnership Group, but acknowledge the need to revisit purpose and add structure, governance and process to it. Resilience is being developed within Health Protection through significant WG investment, and an approved Surge Plan will be the vehicle in which we can mobilise additional support to the response where needed. The implementation of our People Strategy as well</p> | |

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| | as our Strategic Equality Plan remain crucial to our ability to manage this strategic risk. | |
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Highlights and change requests for approval (N.B. all changes on the actual SRR since the previous iteration are shown in red)

| | Risk description | Requests |
|-----|---|---|
| SR1 | Inability to sustain the COVID-19 response | Current risk score has changed from 15 to 20. Change of target date requested in AP 1.4 |
| SR2 | Fail to deliver effective and timely system leadership | Updated the risk owner statement to reflect the current position Actions renumbered to align with the other strategic risks New action added under AP 2.2 Update to Action AP 2.3 New actions added as AP 2.4 and 2.5 |
| SR3 | Suffer a cyber-attack on IT systems | AP 3.1 to be closed as completed AP 3.5 target date to be revised to March 2022 |
| SR4 | Fail to support and protect the health, well-being, welfare and resilience of our staff | Rescored the current risk from 16 to 20 and DCA revised to Amber Updated the risk owner statement to reflect the current position Extensive amendments have been made to both the controls and the action plan. |

3. Corporate Risk Register

Analysis

The Corporate Risk Register currently represents the 8 operational risks that are deemed to require management at Executive level.

Actions and updates

All risks have been updated in the past month and there are no matters of concern to be raised with the Committee.

Risk movements this period

Risks added since the previous month

- None

Risks to be considered for escalation (Separate escalation form required)

- None

Risks to be considered for de-escalation or removal

- None

Risks increasing in severity score since the previous month

- None

Risks decreasing in severity score since the previous month

- None

Risks requiring approval to change action target dates

- None

Further work recommended or ongoing

- None

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

No decision required.

Recommendation

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- **Approve** the requests for changes to the Strategic Risks
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