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Iechyd Cyhoeddus
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Public Health
Wales

Name of Meeting
People and Organisational
Development Committee
Date of Meeting
6 October 2022
Agenda item:
5.2

Public Health Wales Strategic and Corporate Risk Registers

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

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Approval/Scrutiny route: Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals

Purpose

Receive strategic and corporate risks for the purpose of scrutiny and challenge and approve any changes within the Committee's remit.

Recommendation:

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

The People and OD Committee is asked to:

- **Consider** the Strategic and Corporate Risk Register's relevant to the Committee's remit
- **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

Equality and Health Impact Assessment	No decision is required.
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Risk and Assurance	This submission is the relevant strategic and corporate risks.
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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 any strategic and corporate risks that sit with the remit of the People and Organisational Development Committee.

The paper highlights any changes since the Committee last reviewed the risk(s) and seeks approval from the Committee for any changes and confirmation that the Committee is assured that the risk(s) are being managed appropriately.

The Strategic Risk Register details the highest level risks that could prevent the organisation from delivering on its strategic priorities.

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

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

3. Risk Appetite

The strategic themes have been assessed with a risk appetite being approved for each. All strategic and corporate risks have been assessed against the risk appetite. The table below demonstrates the risk appetite by strategic theme.

Strategic Theme	Appetite Descriptor
Enabling better population health and reducing health inequalities through preventative and sustainable measures	Willing
Delivering excellent services for population screening programmes, health protection and infection	Cautious
Supporting improvements in the quality and safety of health and care services	Keen
Maximising the use of digital, data and evidence to improve population health	Willing
Enabling the successful delivery of the plan	Willing

4. Strategic Risks

The Strategic Risk Register 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.

Public Health Wales has six strategic risks with two risks sitting within the remit of this Committee. An overview of any changes since they were last reviewed by the Committee is provided below, with the full risks provided in Appendix 1.

4.1. Risk 3

Risk Description						
There is a risk that we will not manage organisational change well, caused by multiple change programmes being implemented simultaneously, but in isolation, and insufficient time to effectively engage an exhausted workforce, resulting in high levels of sickness absence, vacancies, staff turnover and stress.						
Risk Appetite				Proposal for de-escalation or removal*		
Willing				Not Applicable		
Risk Scoring	Score at last BET			Present Score		
Inherent	5	5	25	5	5	25
Current	3	5	15	3	5	15
Target	3	3	9	3	3	9
DCA at last BET			Present Live DCA			
Amber/Red			Amber			
Executive Sponsor Insight						
The Delivery Confidence Assessment has changed from Amber/Red to Amber. This is to reflect that work is in progress as demonstrated in the action plan.						
Overview of changes to controls/actions (text marked in red in full risk which can be found in Appendix 1.						
Controls	No changes					
Actions	<p>All actions with the exception of 3.5 and 3.6 now have identified due dates</p> <p>A number of actions having meetings/workshops scheduled for September to progress</p> <p>Action 3.1a is now complete as a Feasibility Report providing recommendations was submitted to BET with monthly update now in place</p>					
Opportunities	None identified					

4.2. Risk 4

Risk Description						
There is a risk that we are unable to attract and retain the required professional workforce caused by skill shortages and increased pressures on staff, which has been exacerbated by the Covid-19 pandemic, resulting in there being insufficient capability and capacity to deliver our plans						
Risk Appetite			Proposal for de-escalation or removal*			
Willing			Not Applicable			
Risk Scoring	Score at last BET			Present Score		
Inherent	5	5	25	5	5	25
Current	3	5	15	3	5	15
Target	3	3	9	3	3	9
DCA at last BET			Present Live DCA			
Amber			Amber			
Executive Sponsor Insight						
The external labour market remains tight and staff remain under sustained pressure. This may get more difficult as the cost-of-living crisis deepens, due to potential adverse impact on employee wellbeing, but no change to risk level required at this stage.						
Overview of changes to controls/actions (text marked in red in full risk which can be found in Appendix 1.						
Controls	No changes					
Actions	All actions now have identified due dates and progress notes					
Opportunities	None identified					

5. Corporate Risk Register

Public Health Wales has six corporate risks. There are two corporate risks that require scrutiny at this Committee. An overview of any changes since they were last reviewed by the Committee is provided below, with the full risks provided in Appendix 2.

5.1. Risk 206

Risk Description						
Risk that individual and team performance and development is not aligned with the organisation's strategic and operational priorities						
Risk Appetite				Proposal for de-escalation or removal*		
Willing				Not applicable		
Risk Scoring	Score at last BET			Present Score		
Inherent	4	4	16	4	4	16
Current	4	3	12	4	3	12
Target	1	3	3	1	3	3
Overview of changes to controls/actions (text marked in red in full risk which can be found in Appendix 2.						
Controls	No changes					
Actions	Three new additional actions have been identified relating to "My Contribution" e-learning to be made available to all; a revised management and leadership development programme and the re-issue of guidance and reminder of the value of appraisals					
Opportunities	The refresh of the LTS provides an opportunity to focus on the alignment of individuals performance and development with the organisations strategic and operational priorities					

5.2. Risk 301

Risk Description						
There is a risk that we will not deliver our IMTP due to challenges involved in securing resources at the right time, at the right cost, with the right skills						
Risk Appetite				Proposal for de-escalation or removal*		
Willing				Not applicable		
Risk Scoring	Score at last BET			Present Score		
Inherent	4	4	16	4	4	16
Current	3	4	12	3	4	12
Target	2	4	8	2	4	8
Overview of changes to controls/actions (text marked in red in full risk which can be found in Appendix 2.						
Controls	No changes					
Actions	All actions have an progress update provided. One action in relation to the tender process for EVP work has now been completed					
Opportunities	None identified					

6. Additional Considerations

The following section details any additional considerations for this Committee.

6.1. New Risks

There have been no new risks identified since the last Committee that are proposed to fall under the remit of the Committee.

6.2. Risks proposed to the escalated or de-escalated

There have been no new risks identified since the last Committee for consideration to be escalated or de-escalated between the Directorate or Organisational wide registers to the Strategic or Corporate Risk Register that fall under the remit of the Committee.

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

No decision required.

Recommendation

The Committee is asked to:

- **Consider** the Strategic and Corporate Risk Register's relevant to the Committee's remit
- **Take assurance** that the organisation's Strategic and Corporate risks are being managed appropriately

*For any risks proposed to be escalated or de-escalated, the completed form with rationale is provided in Appendix 3.