		Name of Meeting People and Organisational Development Committee **Date of Meeting** 11 April 2024 **Agenda item:** *3.3*

Managing Risk

Executive lead:	Claire Birchall, Interim Executive Director of Quality, Nursing and Allied Health Professionals
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Approval/Scrutiny route:	Claire Birchall, Interim Executive Director of Quality, Nursing and Allied Health Professionals Business Executive Team 20 March 2024 Board 28th March 2024

Purpose
To provide assurance to the Board on the management of risk in Public Health Wales. To provide an update on the Strategic and Corporate Risk Registers within the remit of the Committee

Recommendation:				
APPROVE ☐	CONSIDER ☒	RECOMMEND ☐	ADOPT ☐	ASSURANCE ☒
The Committee is asked to: • **Consider** the Strategic Risks and take assurance on the management of Strategic and Corporate Risk within the organisation, within the remit of the Committee.				

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:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives

Summary impact analysis	
Equality and Health Impact Assessment	No decision is required.
Risk and Assurance	This submission is the Strategic and Corporate Risk Register.
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 risk effectively are significant, both in terms of the potential for loss and also the failure to capitalise on opportunities.
People implications	There is a both a Corporate and Strategic Risk relating to the workforce.

1. Purpose / situation

This paper provides the Committee with assurance on how risk is managed in Public Health Wales.

The Strategic Risk Register (SRR) is the mechanism through which the Board demonstrates that it has a clear understanding of the strategic risks facing the organisation in the delivery of its strategic objectives. Together with an understanding of the likelihood and the impacts if the risks are realised. In addition, it provides assurance that any necessary actions required to mitigate those risks have been identified and are being managed. A narrative Delivery Confidence Assessment is allocated to each risk, along with an overview assessment from the risk owner which provides a progress narrative update for each iteration of the strategic risk register.

The Strategic Risk Register details the seven current Strategic Risks that were approved by the Board in March 2023. These are the most significant risks that could prevent the organisation from delivering on its strategic priorities The Board last received the Strategic Risk Register for assurance in January 2024.

Building on the development work that took place at the Executive Team IMTP workshop session on 15th February 2024, this paper presents a refocussed organisational Strategic Risk Register which the Board has considered and approved.

The report to Board in May 2024 will encompass trend analysis and further recommendations to refine the strategic risks to include the amalgamation of Strategic Risks 5 and 6, and updated delivery assessments. We also anticipate further high-level analysis of strategic and corporate risks against approved risk appetite levels to discuss if risks are being managed outside of agreed thresholds.

It is important to note that risk reporting continues to be an iterative process going forward, particularly as the organisation develops both its reporting and measurement, but also as it matures its conversations around risk, mitigation, and impact of actions.

We will continue to work through the Risk Management Development Plan to achieve consensus regarding the reporting metrics, and presentation and challenge of reporting.

2. Delivery Confidence Assessment

All strategic risks carry a delivery confidence assessment assigned by the Executive Sponsor. This was previously assessed in a subjective way, allocating a RAG status. After feedback from Board members, this has now been incorporated into a broader Risk Owner's Delivery Confidence assessment, which is a more detailed narrative

assessment update.

A high-level update of Strategic Risk 4 with its current trajectory is depicted below:

Risk Reference	Executive Sponsor	Inherent Score[1]	Current Score [2]	Trend Status	Progress
SRR4	Neil Lewis	25	16	⟷	The organisation is implementing QOS incorporating governance system mapping and controls and has actions in place to mitigate the risk and close the gaps in assurance. POD have clear actions in the 2023-2024 IMTP which relate directly to this risk, i.e. work to understand current vs desired culture and close the gap between the two, embed our behavioural framework, 'Being Our Best', and increase employee engagement. Workforce planning is also part of the IMTP deliverables and a critical component in addressing this risk. IMTP actions have been developed which will take this work forward in 2024-25. Collaborative working between Planning, POD and Communication functions are contributing to improved methods to launch, land and embed related products/messaging. A Leadership Forum has been established and met for the first time in January 2024.

The trend status indicates if the risk has remained stagnant at the inherent risk score and Red, Amber, Green demonstrates where improvements are in place and progressing well or complete, actions in place and being progressed currently or actions and controls have been identified but there has been limited progress in implementation.

3.   Strategic Risk

A full assessment is provided in the attached Strategic Risk Register.

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[1] This score represents the **severity of risks** before you implement controls to reduce or mitigate the risk
[2] This score represents the **severity of risks** after controls to mitigate the risk have been applied.

Risk 4	**Risk of:** Worsening organisational health leading to an inability to recruit and retain high calibre staff, performance manage accountable officers in pursuit of strategic priorities, low staff morale and wellbeing. **Due to:** Lack of effective organisational leadership and governance, progress towards ideal culture, ability to engage employees. Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level: 3) Promoting healthy behaviours **[willing]**			
Risk Owner's Delivery Confidence assessment	The organisation is implementing QOS incorporating governance system mapping and controls and has actions in place to mitigate the risk and close the gaps in assurance. POD have clear actions in the 2023-2024 IMTP which relate directly to this risk, i.e. work to understand current v desired culture and close the gap between the two, embed our behavioural framework, 'Being Our Best', and increase employee engagement. Workforce planning is also part of the IMTP deliverables and a critical component in addressing this risk. IMTP actions have been developed which will take this work forward in 2024-25. Collaborative working between Planning, POD and Communication functions are contributing to improved methods to launch, land and embed related products/messaging. A Leadership Forum has been established and met for the first time in January 2024. Meetings will be held quarterly in future. A quarterly update on Organisation and People Development and Engagement has been scheduled at Leadership Team. Two cohorts have now completed the a (pilot) Leadership and Management Development Academy and Leading with Impact workshops are taking place, which together with other actions outlined in this plan, will support improved leadership, management and engagement. Our Board and Committees are constituted in accordance with our Standing Orders and Scheme of Delegations. The functions of the Board are delivered in line with the Board Etiquette Protocol with external assurance from Audit Wales on performance. There is a robust and dynamic wellbeing provision in place designed to respond to the needs of all staff including those impacted by the Covid-19 Public Inquiry.			
Exec Sponsor	Neil Lewis, Director of People and OD	**Exec Contributors**		Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals Huw George, Deputy Chief Executive and Exec Dir of Ops & Finance John Boulton, Director for NHS Quality Improvement and Patient Safety Paul Vasey, Board Secretary and Head of Board Business Unit
Assurance Group	People and Organisational Development Committee			
Risk Score	Likelihood	Impact	Total risk score	**Expected timescale for movement in risk**	Our work in relation to culture, ways of working and leadership will take time to embed, the specific element of

Inherent	5	5	25	score (likelihood and/or impact)	the Covid-19 Public Inquiry element will be removed from the risk descriptor shortly, however, we are not expecting any significant movement in this risk score in the short term.
Current	4	4	16		
Target	3	2	6	Risk Decision	Treat

Key changes from last report	No change to the risk score. Workforce Planning Manager commenced in post January 2024, the establishment of the Leadership Forum and the work of the People and OD Committee have been referenced. Risk scores will be reviewed in conjunction with our IMTP refresh. Request to amend due date of AP 4.1 to March 2024. Request to move 2nd action associated with AP4.5, due to successive delays to the receipt of the 2023 staff survey data which is a key input.
Link to Strategic Priorities and relevant strategic programmes	Long Term Strategy People Strategy Strategic Equality Plan Organisational Culture Organisational Change
Corporate Risks relating to this Strategic Risk	There is a risk that the organisation may not have the capacity or resources necessary to effectively deliver the long-term strategic plan. This risk arises from a challenging political and financial landscape, which includes staff time being redirected to contribute to the (Covid) public enquiry and an unstable industrial relations climate. Resulting in the inability to deliver the long term strategy due to absence of strategic workforce planning. There is a risk that Public Health Wales will fail to meet the requirements of The Health and Social Care (Quality and Engagement) (Wales) Act (2020). There is a safeguarding risk that organizational DBS checks do not prevent unsuitable people from working with vulnerable groups, including children, therefore placing them at risk of harm, abuse and neglect.

4. Corporate Risk Register

The Leadership Team has reviewed and refreshed the Corporate Risk Register and has agreed six Corporate Risks. The register is attached.

The following risks are within the remit of the Committee:

Risk Description	Lead Executive	Current Risk Score	Risk Decision	Relationship with Strategic Risk
There is a risk that Public Health Wales will fail to meet the requirements of The Health and Social Care (Quality and Engagement) (Wales) Act (2020)	Director for NHS Quality Improvement and Patient Safety, Improvement Cymru	L4xI4=16	Treat	SR 3 SR 4
There is a risk that the organisation may not have the capacity or resources necessary to effectively deliver the long-term strategic plan. This risk arises from a challenging political and financial landscape, which includes staff time being redirected to contribute to the (Covid) public enquiry and an unstable industrial relations climate. Resulting in the inability to deliver the long term strategy due to absence of strategic workforce planning.	Director of People and Organisational Development	L4xI4=16	Treat	SR 3 SR 4 SR 7
There is a safeguarding risk that organizational DBS checks do not prevent unsuitable people from working with vulnerable groups, including children, therefore placing them at risk of harm, abuse and neglect.	Director of People and Organisational Development	L3xI4=12	Tolerate	SR 4

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

No decision required.

6. Recommendation

The Committee is asked to:

- **Consider** the Strategic Risks and take assurance on the management of Strategic and Corporate Risk within the organisation, within the remit of the Committee