 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p> Name of Meeting Quality, Safety and Improvement Committee </p> <p> Date of Meeting 24 July 2024 </p> <p> Agenda item: 4.2 </p>
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Public Health Wales Strategic Risk Register	
National Director Policy and International Health	SR 3
National Director Health Protection and Screening Services	SR 5
Purpose	
Receive the Strategic Risk Register for the purpose of scrutiny and challenge, noting the updates to action plans and controls since the last reporting period.	

Recommendation:				
APPROVE <input checked="" type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input type="checkbox"/>
The Committee is asked to:				
<ul style="list-style-type: none"> • Consider and approve the change requests to the Strategic Risks. • Note and endorse the approach outlined in respect of the developing risk management reporting and dashboard template. 				
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 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

This paper summarises the organisational Strategic Risk Register, highlighting any areas of concern that may require further discussion. This paper must be read in conjunction with the Strategic Risk Register (*Appendix 1*).

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.

This report describes to the Committee, for the first time, the organisational themes that are emerging through reporting of risk using the Datix system. This approach will help the Committee in understanding the risks the organisation faces in achieving its objectives. Through this holistic approach, Public Health Wales can demonstrate consideration of all risks in developing strategic plans, specifically its IMTP.


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. The Integrated Governance Team welcome regular feedback from Board and Committee members around where risk reporting and assurance can be strengthened.

2. Risk Ownership and Delivery Confidence Assessment

All strategic risks carry a delivery confidence assessment assigned by the Executive Sponsor. Following engagement and feedback from Board members, a broader Risk Owner's Delivery Confidence assessment has been established that also reflects progress since the last reporting period. This is described in the table below through RAG rating, in conjunction with detailed narrative updates informed by Executive Sponsors and Executive Risk Contributors.

An update of all Strategic Risks with current trajectories in relation to progress and effectiveness of controls and action plans is depicted below:

Risk Reference	Executive Sponsor	Inherent Score ¹	Current Score ²	Trend Status	Progress
SRR3	Sumina Azam	20	16		Engaging with our population is central to better understanding health needs and empowering people to co-design public health solutions and become partners in their health and well-being. There is a risk of widening health inequalities unless actions taken involve working with our communities, partners and using a proportionate universalism approach. Ongoing actions are being progressed across organisational programmes and strategic priority areas to understand the views of our population (including young people) and obtain feedback around factors that determine their health. Strategic opportunities to strengthen our response include the refresh of 'Our Approach to Engagement' which will be developed following evaluation of our current strategy and through consultation and engagement with staff, key

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.

					<p>stakeholders and our communities; strengthening our Young Ambassadors Programme; and our organisational approach to strategic partnerships. Many of the actions to address gaps in our controls for 2023-24 have been incorporated into our strategic plan for 2024-27 and there is ongoing positive progress on our actions to progress this agenda. Of note, evaluation of 'Our Approach to Engagement' is underway and a delivery plan is due to be presented to Business Executive Team in September 2024</p>
SRR5	Meng Khaw	12	12	↔	<p>There are existing controls relating to: workforce planning and development; mitigation of impacts of unexpected health threats through the establishment of effective systems and processes; Emergency planning and learning from incidents and outbreaks, including the COVID pandemic; workforce planning and development for response; training and exercising; and horizon-scanning activities and strengthening governance arrangements to ensure excellent service delivery in HPSS through implementation of the long-term strategy. Each of the three divisions in HPSS directorate's five functions which contribute to this strategic risk are likely to score differently if reviewed independently and this will be reflected in divisional and directorate risk registers. The number of ongoing health protection threats remain stable, enabling health</p>

				<p>protection services to focus on pro-active work, such as for Blood-borne viruses, sexually transmitted infections, and Tuberculosis.</p> <p>Diagnostic testing for COVID continues to be reduced in intensity as a result of the changes to the testing strategy implemented in 2023. Work is ongoing to build excellent services for infection through workforce planning and development. Screening recovery is progressing well for Breast Test Wales, but the risk around the clinical workforce capacity remains. Confirmation from WG that funding for screening recovery is approved for the year 2024/25. A transformation programme has been agreed to improve the Diabetic Eye Screening programme. Although there are specific aspects where the risk is higher, such as for Diabetic eye screening, overall, across the Directorate, the current risk is at the inherent risk. There is an opportunity to review the inherent risk score as the context has changed since the Strategic risk was constructed.</p> <p>Action is required to reduce the impact of external threats, through developing an understanding of roles and responsibilities of each component of the response architecture and the health protection competencies that need to be held in reserve for a surge response. The learning from COVID response is not yet complete and the Public Inquiry is still in</p>
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				<p>progress. This will provide more information to improve response to external threats. Action is also required to join up the horizon-scanning efforts across the organisation. There will be a focus on addressing health inequalities through emergency planning and response.</p> <p>Good progress has been made on clarifying roles and responsibilities for health protection in Wales, through the publication of the All-Wales Communicable Disease Outbreak Plan and in PHW, with the approval of the PHW Emergency Response Plan. Both have been tested recently through tabletop exercise, with good engagement from the system. PHW is preparing to identify lessons from the outcome of the COVID Inquiry on Emergency Planning (Module 1) and also from a series of Facilitated COVID-19 PHW Staff Learning Events arranged for Q2 and Q3 2024/25.</p>
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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. Organisational Risk Exposure, Emerging Themes and Trends, and the Interface Between Operational, Corporate and Strategic Risk

The organisation prioritises risk reporting to ensure Board members are aware of the risk exposure (i.e., the number and level of risks that are currently being managed across and throughout the organisation). This ensures that Executive Team, Committees, and the Board can see from a strategic level the themes and trend emerging through the risk management infrastructure.

When Strategic risks are reported to the Business Executive Team and Committees of the Board, additional information relating to the Corporate Risk Register is provided to demonstrate the synergy and interdependencies between the levels of risks management. This is important as it provides assurance to Executive Team and the Board that risks are being managed effectively at a corporate level and action plans and controls associated with the management of these risks directly impact on the organisational ability to manage the Strategic risks.

From the data and intelligence provided from Datix, we can demonstrate that the risk management approach is embedding and that risk management processes are in place and being used appropriately. However, further work to mature the risk management approach is progressing at pace, through the objectives outlined within the previously endorsed Risk Management Development Plan.

Using an Enterprise Risk Management approach, intelligence gained from thematic analysis can then be mapped against the Strategic Risks to identify any gaps or areas that may represent a risk in the future. At the November Board meeting, the team will update on the work that underpins this and how it will support the Board's ongoing maturity and assurance in this area.

4. Strategic Risks

Two strategic risks that receive oversight from the Committee are listed below, with an executive overview of each risk. A full assessment is provided in the attached Strategic Risk Register. The full register can be viewed at *Appendix 1*.

Risk 3	<p>Risk of: The organisation failing to effectively engage with the public in relation to their health and wellbeing. Due to: Failure to build relationships with stakeholders, communities and our service users; not having or utilising tools and resources to support engagement; a lack of workforce commitment, skills and capacity; and failure to monitor and evaluate the impact of engagement. Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level: 1)Influencing the wider determinants of health (Keen) 4)Supporting the development of a sustainable health and care system focused on prevention and early intervention (Willing) 5)Delivering excellent public health services to protect the public and maximise population health outcomes (Accepting)</p>			
Risk Owner's Delivery Confidence assessment	<p>Engaging with our population is central to better understanding health needs and empowering people to co-design public health solutions and become partners in their health and well-being. There is a risk of widening health inequalities unless actions taken involve working with our communities, partners and using a proportionate universalism approach. Ongoing actions are being progressed across organisational programmes and strategic priority areas to understand the views of our population (including young people) and obtain feedback around factors that determine their health. Strategic opportunities to strengthen our response include the refresh of 'Our Approach to Engagement' which will be developed following evaluation of our current strategy and through consultation and engagement with staff, key stakeholders and our communities; strengthening our Young Ambassadors Programme; and our organisational approach to strategic partnerships. Many of the actions to address gaps in our controls for 2023-24 have been incorporated into our strategic plan for 2024-27 and there is ongoing positive progress on our actions to progress this agenda. Of note, evaluation of 'Our Approach to Engagement' is underway and a delivery plan is due to be presented to Business Executive Team in September 2024.</p>			
Exec Sponsor	Sumina Azam, National Director Policy and International Health	Exec Contributors	Iain Bell, Director of Knowledge and Research Meng Khaw, National Director of Health Protection and Screening Services Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals Huw George, Deputy Chief Executive and Executive Director of Operations and Finance	
Assurance Group	Quality, Safety and Improvement Committee			
Risk Score	Likelihood	Impact	Total risk score	<p>Expected timescale for movement in risk score (likelihood and/or impact)</p> <p>Movement in the score is likely to follow refresh and embedding of <i>Our Approach to Engagement</i>, and implementation of significant pieces of work relating to engagement etc. Monitoring and evaluation of <i>Our Approach</i></p>
Inherent	5	4	20	
Current	4	4	16	

					to Engagement will take place in 2025-27, will demonstrate whether the risk score has moved.
Target	2	3	6	Risk Decision	Treat
Key changes from last report	<ul style="list-style-type: none"> • Our Approach to Engagement is being refreshed and there have been discussions with the Executive Team in Q4 (23-24). The first step is evaluation, which is underway; a delivery plan is due to be presented to Business Executive Team in September 2024. • A Behavioural Science strategic plan has been drafted, with the aim of ensuring action that has the greatest impact. • An organisation wide strategy for public campaigns has been agreed by the Executive Team. 				
Link to Strategic Priorities and relevant strategic programmes	<ul style="list-style-type: none"> • Influencing wider determinants of health – the context of people’s lives (their community, work, experiences of deprivation, the homes they live in) affects their ability to engage in health promoting behaviours. • Promoting healthy behaviours • Promoting mental and social wellbeing • Delivering excellent public health services – actions people can take to support their health includes taking up the offer of vaccination and screening. • Supporting a sustainable health and care system – the health and care system cannot be sustainable unless there is population-wide engagement in health. • Tackling the public health effects of climate change – actions to improve health will also benefit the climate <p>The Diabetes programme includes engaging with our population so that they adopt behaviours to prevent diabetes or prevent its complications</p>				
Corporate Risks relating to this Strategic Risk	<p>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.</p> <p>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).</p>				

<p>Risk 5</p>	<p>Risk of: Failure to deliver excellent public health services on screening, infection, health protection and Emergency Planning Resilience and Response (EPRR) and comply with the Duty of Quality</p> <p>Due to: Weakness in systems and processes, specialist workforce capacity and capabilities and innovative practice.</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <p>4) Supporting the development of a sustainable health and care system focused on prevention and early intervention (Willing)</p> <p>5) Delivering excellent public health services to protect the public and maximise population health outcomes (Accepting)</p> <p>NB. (Amalgamation of previously referenced SRR5 and SRR6)</p>
<p>Risk Owner's Delivery Confidence assessment</p>	<p>The current risk score is at the inherent risk level.</p> <p>There are existing controls relating to: workforce planning and development; mitigation of impacts of unexpected health threats through the establishment of effective systems and processes; Emergency planning and learning from incidents and outbreaks, including the COVID pandemic; workforce planning and development for response; training and exercising; and horizon-scanning activities and strengthening governance arrangements to ensure excellent service delivery in HPSS through implementation of the long-term strategy.</p> <p>Each of the three divisions in HPSS directorate's five functions which contribute to this strategic risk are likely to score differently if reviewed independently and this will be reflected in divisional and directorate risk registers. The number of ongoing health protection threats remain stable, enabling health protection services to focus on pro-active work, such as for Blood-borne viruses, sexually transmitted infections, and Tuberculosis. SARS-COV2 (C19) testing rates are showing an increase in activity across the network over the Quarter 1 2024/25 period. This could have financial implications and investigations are in progress as to the cause(s).</p> <p>Work is ongoing to build excellent services for infection through workforce planning and development. Screening recovery is progressing well for Breast Test Wales, but the risk around the clinical workforce capacity remains. A transformation programme has been agreed to improve the Diabetic Eye Screening programme. Although there are specific aspects where the risk is higher, such as for Diabetic eye screening, overall, across the Directorate, the current risk is at the inherent risk. There is an opportunity to review the inherent risk score as the context has changed since the Strategic risk was constructed.</p> <p>Action is required to reduce the impact of external threats, through developing an understanding of roles and responsibilities of each component of the response architecture and the health protection competencies that need to be held in reserve for a surge response. The learning from COVID response is not yet complete and the Public Inquiry is still in progress. This will provide more information to improve response to external threats. Action is also required to join up the horizon-scanning efforts across the organisation. There will be a focus on addressing health inequalities through emergency planning and response.</p>

	Good progress has been made on clarifying roles and responsibilities for health protection in Wales, through the publication of the All-Wales Communicable Disease Outbreak Plan and in PHW, with the approval of the PHW Emergency Response Plan. Both have been tested recently through tabletop exercise, with good engagement from the system. PHW is preparing to identify lessons from the outcome of the COVID Inquiry on Emergency Planning (Module 1) and also from a series of Facilitated COVID-19 PHW Staff Learning Events arranged for Q2 and Q3 2024/25.				
Exec Sponsor	Meng Khaw, National Director of Health Protection and Screening Services		Exec Contributors	Sumina Azam, Director of Policy and International Health / WHOCC	
Assurance Group	Quality, Safety and Improvement Committee				
Risk Score	Likelihood	Impact	Total risk score	Expected timescale for movement in risk score (likelihood and/or impact)	Although the current risk score remains unchanged, progress continues as planned to mitigate the likelihood and impact of this strategic risk. There is progress made on clarifying roles and responsibilities for key actors in the health protection system and over the coming months there will be opportunities for exercising the new arrangements and response plans, as well as learning from the COVID response. The impact score is expected to reduce by end of Q2 of 2024/25.
Inherent	3	4	12		
Current	3	4	12		
Target	3	2	6		
Key changes from last report	<ol style="list-style-type: none"> 1. HPSS Directorate is undergoing a spotlight review of controls gaps and actions. 2. Elements of the actions have requests for due date changes (AP 5.2 5.4, 5.5, 5.6, 5.7) 3. Elements of actions have request to complete (AP 5.6, 5.11, 5.12, 5.14, 5.15, 5.16) 				
Link to Strategic Priorities and relevant strategic programmes	Excellent Public Health services				

Corporate Risks relating to this Strategic Risk

None to note.



5. Well Being of Future Generations Act

No decision required.

6. Recommendation

The Committee is asked to:

- **Consider** and **approve** the updates to the Strategic Risks.
- **Note** and **endorse** the approach outlined in respect of the developing risk management reporting and dashboard template.