 <p> <b>GIG</b>      CYMRU  <b>NHS</b>      WALES   </p> <p>     Iechyd Cyhoeddus      Cymru      Public Health      Wales   </p>	<p> <b>Name of Meeting</b>        Knowledge, Research        and Information        Committee  <b>Date of Meeting</b>        05 September 2024  <b>Agenda item:</b>        3.4.1     </p>
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<h2 style="text-align: center;">Public Health Wales Strategic Risk Register</h2>	
National Director of Health and Well-being	SR 1 SR 2
<p> <b>Purpose</b>        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.     </p>	

<b>Recommendation:</b>						
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>		
<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li> <b>Take assurance</b> on the management of risks within the remit of the Committee.         </li> </ul>						
<p> <b>Link to Public Health Wales <a href="#">Strategic Plan</a></b>        Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.        This report contributes to the following:     </p> <table border="1" data-bbox="193 1541 1442 1617"> <tr> <td data-bbox="193 1541 619 1617"> <b>Strategic Priority/Well-being Objective</b> </td> <td data-bbox="619 1541 1442 1617">         All Strategic Priorities/Well-being Objectives       </td> </tr> </table>					<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
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<b>Summary impact analysis</b>	
<b>Equality and Health Impact Assessment</b>	No decision is required.
<b>Risk and Assurance</b>	This submission is the Strategic Risk Register.
<b>Health and Care Standards</b>	<p>           This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes            Governance, Leadership and Accountability         </p>



<b>Financial implications</b>	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.
<b>People implications</b>	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 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 <sup>1</sup>	Current Score <sup>2</sup>	Trend Status	Progress
SRR1	Jim Mcmanus	25	20		A substantial number of programmes are underway on this programme of work. A key starting point will be a clear, shared and owned assessment of what the organisation's role in reducing health inequalities is, and how we work with other systems. The current IMTP refresh is an opportunity to conduct that assessment in part.
SRR2	Jim Mcmanus	16	16		Work is underway to develop a Memorandum of Understanding with Welsh Government, Public Health Wales, Health Boards and Local Authorities to agree the principles and mechanisms of effective systems and an agreed system population health work plan however, there is not yet sufficient strategic agreement to align collective efforts between the third sector and Public Health Wales. Discussion has commenced with WCVA which needs to translate into a meaningful collaboration with an underpinning MOU to reflect the intention of better alignment and partnership working.

<sup>1</sup> This score represents the **severity of risks** before you implement controls to reduce or mitigate the risk

<sup>2</sup> This score represents the **severity of risks** after controls to mitigate the risk have been applied.

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**

Strategic risks 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*.

<b>Risk 1</b>	<p><b>Risk of:</b> Widening gap in healthy life expectancy of population of Wales  <b>Due to:</b> Cumulative effects of socio-economic, environmental, and wider public health challenges  Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:  1) Influencing the wider determinants of health <b>[Keen]</b>  3) Promoting Healthy Behaviours <b>[Willing]</b>  5) Delivering excellent public health services to protect the public and maximise population health outcomes. <b>[Accepting]</b></p>				
<b>Risk Owner's Delivery Confidence assessment</b>	<p>Prior to the pandemic the gap in healthy life expectancy between the most and least deprived populations of Wales was widening. The consequences of the pandemic in terms of access to preventative and healthcare services and the impact on mental and emotional well-being is likely to have exacerbated this. Together with the health impacts of the ongoing Cost of Living Crisis there is a high risk that the health of the population will worsen, particularly for vulnerable populations. This is likely to increase the gap in healthy life expectancy among our vulnerable, more deprived populations compared to more affluent populations in Wales.</p> <p>This will need long and short-term actions, as well as cross-organisational and cross system actions to achieve change.</p> <p>A substantial number of programmes are underway on this programme of work, but an overarching assessment of where we are on healthy life expectancy is needed. A key starting point will be a clear, shared and owned assessment of what the organisation's role in reducing health inequalities is, and how we work with other systems. The current IMTP refresh is an opportunity to conduct that assessment in part.</p>				
<b>Exec Sponsor</b>	Jim McManus, National Directorate of Health and Well-Being	<b>Exec Contributors</b>		Sumina Azam, Director of Policy and International Health / WHOCC Meng Khaw, National Director Health Protection and Screening Services Huw George, Deputy Chief Executive and Exec Director of Operations and Finance	
<b>Assurance Group</b>	Knowledge Research and Information Committee (remitted from QSIC Dec 2023)				
<b>Risk Score</b>	Likelihood	Impact	Total risk score	<b>Expected timescale for</b>	Because of the time taken to shift healthy life expectancy, the timescale is the same as the long-

<b>Inherent</b>	5	5	25	<b>movement in risk score (likelihood and/or impact)</b>	term strategy timescale – 10 yrs with dependencies on government action
<b>Current</b>	4	5	20		
<b>Target</b>	3	5	9	<b>Risk Decision</b>	Treat
<b>Key changes from last report</b>	<ol style="list-style-type: none"> <li>1. The Health Foundation has provided funding for the Shaping Places approach which will enable Public Service Boards to address health inequalities through addressing the wider determinants of health. The programme has now launched.</li> <li>2. Work is underway on a cross-organisational approach to inclusion health.</li> <li>3. The Prevalence of Disease programme has resulted in the development of the Diabetes Programme which will address some of the common risk factors for a difference in life expectancy.</li> <li>4. Strategic Priority 4 on the development of a sustainable health and care system is being refreshed with an emphasis on prevention-based health and care.</li> <li>5. Initial discussions have taken place on refreshing our organisational approach to health inequalities and being clear what our role is in short, medium, and long-term action needed to improve healthy life expectancy.</li> </ol>				
<b>Link to Strategic Priorities and relevant strategic programmes</b>	<p>SP 2 Promoting mental and social well-being. SP 4 Supporting the development of a sustainable health and care system focused on prevention and early intervention.</p> <p>The Diabetes programme is also important.</p>				
<b>Corporate Risks relating to this Strategic Risk</b>	<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>				

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).



<b>Risk 2</b>	<p><b>Risk of:</b> Worsening health outcomes for the population of Wales  <b>Due to:</b> misaligned system-wide efforts and leadership and weaknesses in partnership working</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <ol style="list-style-type: none"> <li>1) Influencing the wider determinants of health [<b>Keen</b>]</li> <li>2) Promoting Mental and Social Well-being [<b>Willing</b>]</li> <li>3) Promoting Healthy Behaviours [<b>Willing</b>]</li> </ol>				
<b>Risk Owner's Delivery Confidence assessment</b>	<p>The issue around the specialist public health system in Wales being impacted by the transfer of the Local Public Health Teams to the Health Boards is being addressed through a dedicated work programme which is being computed by PHW and Directors of Public Health. Identifying areas of shared priority and principles of working together has already started. There is dedicated capacity within the team to strengthen this joint working and agenda setting. Work is underway to co-produce a set of joint priorities and then develop a working together agreement which will then be widened to include Welsh Government, Public Health Wales, and Local Authorities to agree the principles and mechanisms of effective systems and an agreed system population health work plan.</p> <p>Ongoing work continues to strengthen strategic agreement to align collective efforts between the third sector and Public Health Wales. Discussion has commenced with WCVA which needs to translate into a meaningful collaboration with an underpinning MOU to reflect the intention of better alignment and partnership working.  Cross reference with risk 5</p>				
<b>Exec Sponsor</b>	Jim McManus, National Directorate of Health and Well-Being	<b>Exec Contributors</b>	Sumina Azam, National Director Policy and International Health Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals Huw George, Deputy Chief Executive and Executive Director of Operations and Finance		
<b>Assurance Group</b>	Knowledge Research and Information Committee (remitted from QSIC Dec 2023)				
<b>Risk Score</b>	Likelihood	Impact	Total risk score	<b>Expected timescale for movement in risk score (likelihood and/or impact)</b>	This risk score has not changed and will need some concerted action before it can be lowered. It is anticipated this will take at least twelve months.
<b>Inherent</b>	4	4	16		
<b>Current</b>	4	4	16		
<b>Target</b>	3	2	6	<b>Risk Decision</b>	Treat
<b>Key changes from last report</b>	<ol style="list-style-type: none"> <li>1. Initial discussions on a cross-organisational group, working with system leaders, to address this risk, have taken place.</li> <li>2. Initial discussions have taken place with Directors of Public Health on a systems approach and these discussions continue</li> </ol>				

	<p>with an agreed joint development programme which will include joint action planning.</p> <p>3. The cross-system Diabetes Programme Board has now convened and the programme is underway. There are specific roles for Directors of Public Health.</p> <p>4. Health Foundation Funding has been received for the Shaping Places programme, it has launched, every Public Service Board has been engaged, and every Director of Public Health has signed up to work on this. Building system leadership through this will be important.</p>
<p><b>Link to Strategic Priorities and relevant strategic programmes</b></p>	<p>SP 2 Promoting mental and social well-being.  SO3 - Promoting healthy behaviours (systems leadership)  SP 4 Supporting the development of a sustainable health and care system focused on prevention and early intervention.</p> <p>In addition, there are links to</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Promoting healthy behaviours</li> <li>• Promoting mental and social wellbeing</li> <li>• Supporting a sustainable health and care system – the health and care system cannot be sustainable unless there is population-wide engagement in health.</li> <li>• The Diabetes programme includes engaging with key system players, so we build an effective and cohesive cross organisational system</li> </ul>
<p><b>Corporate Risks relating to this Strategic Risk</b></p>	<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>

No decision required.

## 5. Recommendation

The Committee is asked to:

- **Consider** and **approve** the change requests to the Strategic Risks.