 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p> Name of Meeting Knowledge, Research and Information Committee Date of Meeting 6 June 2024 Agenda item: 3.6 </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>Purpose</p>	
<p>Receive the Strategic Risk Register for the purpose of scrutiny and challenge and to note the reduction in Strategic risks from 7 to 6 following the amalgamation of previous SRR 5 and 6.</p>	

<p>Recommendation:</p>				
<p style="text-align: center;">APPROVE <input type="checkbox"/></p>	<p style="text-align: center;">CONSIDER <input checked="" type="checkbox"/></p>	<p style="text-align: center;">RECOMMEND <input type="checkbox"/></p>	<p style="text-align: center;">ADOPT <input type="checkbox"/></p>	<p style="text-align: center;">ASSURANCE <input checked="" type="checkbox"/></p>
<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • Consider updated Strategic Risk 1 and 2 (Appendix 1) • Consider the Corporate risks with the remit of the Committee (Appendix 2) • Take assurance on the management of risks within the remit of the Committee. 				
<p>Link to Public Health Wales Strategic Plan</p> <p>Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.</p> <p>This report contributes to the following:</p>				
<p>Strategic Priority/Well-being Objective</p>	<p>All Strategic Priorities/Well-being Objectives</p>			

<h3>Summary impact analysis</h3>	
<p>Equality and Health Impact Assessment</p>	<p>No decision is required.</p>
<p>Risk and Assurance</p>	<p>This submission is the Strategic Risk Register in line with due process.</p>



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 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 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 **six** current Strategic Risks. This has been reduced since the last reporting period due to a decision to join previous Strategic risks 5 and 6 to allow for more robust management.

Strategic Risk 1 and 2 are within the remit of the Committee.



These risks represent the most significant harm that could prevent the organisation from delivering on its strategic priorities. The Board last received the Strategic Risk Register for assurance in March 2024.

The next iteration of this report at the Board in July 2024 will encompass trend analysis, high-level analysis of strategic and corporate risks against approved risk appetite levels to show where risks are being managed outside of agreed thresholds. The Board will receive the Strategic Risk Register alongside a proposed risk appetite framework for endorsement and adoption. The revised risk appetite framework is due to be presented to Executive Team for consideration on 29th May 2024.

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 all Strategic Risks with current trajectories is depicted below:

Risk Reference	Executive Sponsor	Inherent Score ¹	Current Score ²	Trend Status ³	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.

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. Risk Appetite, Descriptors and links to Strategic Priorities

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
1	Influencing the wider determinants of health	Keen
2	Promoting Mental and Social Wellbeing	Willing

4. Risk Tolerance Decision

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.

³ The arrow indicates the **trend** of the risk and RAG rated colour links to **progress** made on actions.

For each Strategic Risk a decision has been taken for how the organisation will respond to the risk. The four tolerance categories of risk management are shown below. This update does not recommend any changes to tolerance of our existing Strategic Risks at this review.

Risk Tolerance Decision	Descriptor
Terminate	Risk is unacceptable and decision taken to not proceed with whatever it is that may lead to the risk.
Treat	Risk is greater than wanted, and actions can be taken to reduce it. A decision to treat a risk, must always be accompanied by an action plan.
Tolerate	Risk has been managed down to an acceptable level and can be accepted with whatever controls are in place. This may be because it is either impractical or too expensive to do anything further about it. Would be accompanied by a contingency plan.
Transfer	The most common form of risk transfer is insurance. For example, a fire risk may be managed down as far as possible and then the financial risk is transferred out to an insurance company. It is important to remember however that reputational risks can never be transferred; they will always remain with the organisation. It is unlikely that the organisation will have risks which can be transferred.

5. Strategic Risks

Strategic risks 1 and 2 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 1	<p>Risk of: Widening gap in healthy life expectancy of population of Wales Due to: 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 [Keen] 3) Promoting Healthy Behaviours [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>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>				
Exec Sponsor	Jim McManus, National Directorate of Health and Well-Being	Exec Contributors	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		
Assurance Group	Knowledge Research and Information Committee (remitted from QSIC Dec 2023)				
Risk Score	Likelihood	Impact	Total risk score	Expected timescale for movement in risk score (likelihood and/or impact)	Because of the time taken to shift healthy life expectancy, the timescale is the same as the long-term strategy timescale – 10 yrs with dependencies on government action
Inherent	5	5	25		
Current	4	5	20		

Target	3	5	9	Risk Decision	Treat
Key changes from last report	<ol style="list-style-type: none"> 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 2. Work is underway on a cross-organisational approach to inclusion health. 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 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 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 				
Link to Strategic Priorities and relevant strategic programmes	<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>				
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>				

Risk 2	<p>Risk of: Worsening health outcomes for the population of Wales Due to: misaligned system-wide efforts and leadership and weaknesses in partnership working Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <ol style="list-style-type: none"> 1) Influencing the wider determinants of health [Keen] 2) Promoting Mental and Social Well-being [Willing] 3) Promoting Healthy Behaviours [Willing] 				
Risk Owner's Delivery Confidence assessment	<p>There is a risk that the specialist public health system in Wales will fragment further following the transfer of the Local Public Health Teams to the Health Boards. 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.</p> <p>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.</p> <p>This risk needs a clear cross-organisational approach as well as engagement with key system players.</p>				
Exec Sponsor	Jim McManus, National Directorate of Health and Well-Being	Exec Contributors	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		
Assurance Group	Knowledge Research and Information Committee (remitted from QSIC Dec 2023)				
Risk Score	Likelihood	Impact	Total risk score	Expected timescale for movement in risk score (likelihood and/or impact)	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.
Inherent	4	4	16		
Current	4	4	16		
Target	3	2	6	Risk Decision	Treat

Key changes from last report	<ol style="list-style-type: none"> 1. Initial discussions on a cross-organisational group, working with system leaders, to address this risk, have taken place 2. Initial discussions have taken place with Directors of Public Health on a systems approach and these discussions continue 3. Work continues on establishing the cross system diabetes programme board with specific roles for Directors of Public Health 4. Health Foundation Funding has been received for the Shaping Places programme, and every Director of Public Health has signed up to work on this. Building system leadership through this will be important.
Link to Strategic Priorities and relevant strategic programmes	<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"> • 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 • Supporting a sustainable health and care system – the health and care system cannot be sustainable unless there is population-wide engagement in health. • The Diabetes programme includes engaging with key system players so we build an effective and cohesive cross organisational system
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>

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).

6. Changes Since Last Reporting Period

Since the last reporting period, significant work has been undertaken to ensure that controls and sources of assurance in relation to the management of the Strategic risks, are effective.

In undertaking the reviews, it has been determined that 2 of the Strategic risks that are covered within the Quality, Safety and Improvement Committee's remit, should be combined to reduce any potential duplication of efforts, and ensure focus on achieving the intended outcomes of the actions associated with the management of the risks. The risks that have been agreed to be considered as one Strategic risk are SRR 5 and SRR 6. The amalgamated risk will become a revised SRR 5.

Work has been undertaken to streamline and focus the controls and action plans; this has resulted in a recommendation to amalgamate the previous SRR 5 with SRR 6. On review and evaluation of the risks, it was determined that many of the controls and sources of assurance overlapped. By streamlining the risks, the organisation can focus itself on identifying and addressing the gaps in controls and assurances to ensure robust risk management actions are taken. The revised wording for the **new SRR 5** is as follows:

***"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.*

***Due to:** Weakness in systems and processes, specialist workforce capacity and capabilities and innovative practice."*

During review and evaluation of the Strategic risks, it was clear that further controls and assurances were required in relation to oversight and contractual management of commissioned services. Through identification of this gap and in relation to the arrangements of Bowel Screening Wales, a new action has been established and will be taken forward. The Committee is asked to note that **action plans (AP) 5.8 and 5.10 in the full Strategic risk register refers.**

7. Well Being of Future Generations Act

No decision required.

8. Recommendation

The Committee is asked to:

- **Consider** updated Strategic Risk 1 and 2 (Appendix 1)



- **Consider** the Corporate risks with the remit of the Committee (Appendix 2)
- **Take assurance** on the management of risks within the remit of the Committee.