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Iechyd Cyhoeddus
Cymru
Public Health
Wales

Name of Meeting
People and Organisational
Development Committee
Date of Meeting
07 July 2022
Agenda item:
4.3

Public Health Wales Strategic Risk Register

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

Author: Beth Osborne, Risk and Incident Manager

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

Purpose

Receive the relevant elements of the Strategic Risk Register for the purpose of scrutiny and challenge

Recommendation:

APPROVE

CONSIDER

RECOMMEND

ADOPT

ASSURANCE

Recommendation

The People and OD Committee is asked to:

- **Consider** the Strategic Risk Register
- **Take assurance** that the organisation's Strategic 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 Strategic Risk Register.
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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 the revised Strategic Risks for presentation to the People and Organisational Development Committee. The paper highlights any issues that require bringing to the Committee's attention and the case of the Strategic Risk Register, for which approval is sought. This paper should be read in conjunction with the individual strategic risks.

The Strategic Risk Register details the six Strategic Risks that have been approved by the Board. These are the highest level risks that could prevent the organisation from delivering on its strategic priorities.

2. Strategic Risk Register

In a Board development event held in May 2022 in which the organisations' risk appetite was considered, it was agreed that there was a requirement for the strategic risks to be reviewed and re-articulated. As a result of this review, six strategic risks were identified and were approved at Board on the 26th May 2022.

Strategic Risks within the remit of the Committee

The Strategic Risks are presented to the Board for the purposes of scrutiny and challenge. Additionally, each Committee receives the Strategic Risk which is relevant to its area of interest. Following the revision of the Strategic Risk Register there are now two strategic risks which are directly relevant to the People and Organisational Development Committee. These risks are detailed below:-

Strategic Risk 3 - 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.

Strategic Risk 4 - 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.

Strategic Risks that sit outside the remit of the Committee

As the Strategic Risk Register has been fully refreshed, the four other strategic risks have been detailed below in order for the Committee to take assurance of that the Register in its entirety to fit for purpose.

Strategic Risk 1 - There is a risk that Public Health Wales will not be sufficiently focused, agile and responsive in discharging our functions, caused by the unpredictable and changing nature of the current and emerging geopolitical, socio-economic and health threats, resulting in an inability to tackle the population health challenges in a sustainable way.

Strategic Risk 2 - There is a risk that Public Health Wales will not deliver its plans for delivering excellent services for population screening, health protection and infection caused by uncertainty of the impact of current and future health threats and lack of specialist workforce, resulting in inability to prioritise service delivery and transform models of care.

Strategic Risk 5 - There is a risk that we will fail to exploit data to inform and direct public health action and interventions. This will be caused by data being held in silos, difficulty accessing the data and inability to access to provide the impact on public health. This will result in worse public health outcomes in Wales and increased information governance risk within Public Health Wales.

Strategic Risk 6 - There is a risk that PHW will suffer a cyber-attack on its IT systems of such magnitude that it will be unable to maintain core business and public facing services. This will be caused by our inability to keep pace with the technological advances of cyber criminals and will result in statutory functions not being met and public safety being seriously compromised.

Risk movements this period

As detailed above, as the Strategic Risk Register has been fully refreshed, the standard points to note in this section are not applicable on this occasion.

Risks added since the previous month

- Not applicable

Risks to be considered for escalation (Separate escalation form required)

- Not applicable

Risks to be considered for de-escalation or removal

- Not applicable

Risks increasing in severity score since the previous month

- Not applicable

Risks decreasing in severity score since the previous month

- Not applicable

Risks requiring approval to change action target dates

- Not applicable

Further work recommended or ongoing

- Not applicable

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

No decision required.

Recommendation

The People and Organisational Development Committee is asked to:

- **Consider** the Strategic and Corporate Risk Registers
- **Take assurance** that the organisation's Strategic and Corporate risks are being managed appropriately

Strategic Risk Register

Risk 3	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.
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Sponsor and Assurance Group	
Executive Sponsor	Director of People and Organisational Development
Assuring Group	People and Organisational Development Committee

Inherent Risk							
Date	11/05/2022	Likelihood:	5	Impact:	5	Score:	25

Risk Score			Risk Decision			Delivery Confidence Assessment
Current Risk		15	Target risk		9	AMBER/RED
Likelihood	Impact		Likelihood	Impact		
3	5	3	3	Treat		

DCA RAG	DCA Description
Green	High degree of confidence exists that the controls and actions identified will mitigate the risk to the required level.
Amber	It is feasible that the controls and actions identified will mitigate the risk to the required level but issues remain outstanding that require addressing.
Red	There is little confidence that the controls and actions identified will mitigate the risk to the required level.

Risk Owner's Overview Assessment Status

It is acknowledged that there are a large number of change programmes currently planned and already underway within the organisation. Although there are many measures already in place in relation to managing sickness, staff well-being, as well as the OCP process, it is recognised that until we move to a more controlled system for the commissioning and monitoring of change programmes, there will continue to be some risk that we will not be able to manage organisational change as well as we would like, due to over commitment.

People & OD as well as other enablers are currently working with Strategy & Planning to review the portfolio of change across the organisation as part of a rapid feasibility assessment, commissioned by Strategic BET on 12 April 2022. This task & finish group has been asked to provide an assessment of the resource impact upon them as an enabler to support each of the change programmes.

Strategic Risk Register

EXISTING CONTROLS			SOURCES OF ASSURANCE	Level at which the Assurance is provided to				
No.	Control	Exec Owner		Team / Division / Project / Programme	Directorate Team / Exec Lead	Business Exec Team / Sub Groups	Committee / Sub group	Board
SR 3.1	Partnership working with Trade Union's to engage at informal and formal stages of change and working with change leads to support initiatives	Director of People and Organisational Development	Appointment of 2 dedicated change Trade Union representatives to support change initiatives	X				
			Organisational Change Policy provides a framework to undertake change including staff engagement	X	X			
			Papers and Minutes to demonstrate the provision of updates to Local Partnership Forum, Joint Medical & Dental Negotiating Committee, Business Executive Team and People & Organisational Development Committee			X	X	
SR 3.2	Strategic Priorities in relation to planned change have been identified in the Integrated Medium Term Plan (IMTP)	All Executive Directors	Papers and Minutes to demonstrate regular review via Project Boards to monitor progress and impact on workforce	X	X	X	X	
		Deputy Chief Executive and Director of Operations & Finance	Minutes of monthly meetings to review IMTP progress		X			
SR 3.3	A People & Organisational Development Organisational Change Policy change tracker in place to identify changes as they are initially discussed in order to identify planning and resourcing implications	Director of People and Organisational Development	Monthly meeting to demonstrate change initiatives discussed and monitored regularly with Partners and Trade Union Change Leads		X			
			Local Partnership Forum quarterly				X	
SR 3.4	Provision of change master classes to managers by external provider	All Executive Directors	Provision of change master classes to managers	X	X			
			Change toolkit available to support managers	X	X			
SR 3.5	Managing Attendance at Work proactively supported by People & Organisational Development Advisor team	All Executive Directors	Managing Attendance at Work Policy provides framework to support sickness absence management	X	X			
			Mandated manager training delivered locally	X	X			
			Directorate and Divisional Assurance Dashboards provide key insights to be acted upon by line managers with advice and support from People & Organisational Development.	X	X	X		
SR 3.6	Wellbeing provision in support of staff experiencing anxiety of change	Director of People and Organisational Development	Employee Assistance Programme	X	X			
			Occupational Health Provision	X	X			
			Minutes demonstrating directorate action plans monitored at Health & Safety Meetings	X	X			
			Staff wellbeing survey	X	X	X	X	

Strategic Risk Register

Action Plan No.	Gaps in controls	Action Plan	Exec Director	Due Date	Progress
AP 3.1	No clear picture or process of measuring / controlling the amount of change planned across the wider organisation and the impact this has for P&OD	Work being undertaken by Strategic Planning and Performance teams will allow greater understanding of planned changes and its impact.	Deputy CEO and Director of Operations and Finance	June 2022	Feasibility Report giving recommendations to Strategic BET on the 14 June 2022 followed up by monthly updates thereafter
AP 3.2	Expertise and understanding of how to lead change, whilst minimising the negative impact on staff	Development and delivery of a 'Managing Change Effectively' programme, targeting People Managers) to increase capability in change management skills in support of organisational change	Director of People and OD	Quarter 4	Linked to IMTPM_317
AP 3.3	Incomplete Directorate workforce plans	Develop and deliver training and support to build the skills of managers in planning, predicting and identifying workforce supply and demand. Includes roll out of Strategic Workforce Planning training and supporting resources from HEIW	Director of People and OD	Quarter 3	IMTPM_320
		Integration of change management requirements in Directorate and Divisional Workforce Plans	All Executive Directors	Quarter 4	
AP 3.4	Lack of agreed organisation design principles and process for commissioning and resourcing of organisational change work	Develop an agreed approach to organisation design, commissioning and resourcing of organisational change work for subsequent implementation	Director of People and OD	Quarter 4	IMTPM_321

Strategic Risk Register

Risk 4	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
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Assuring Group	People and Organisational Development Committee

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Risk Owner's Overview Assessment Status

The implementation of our People Strategy as well as our Strategic Equality Plan remain crucial to our ability to manage this strategic risk. With data insights taken from recruiting, leavers (exiting), movers (internal) and promotions, etc. there will be a continuous view of the current position.

Our divisional / directorate workforce plans must be robust ensuring we understand our current talent, i.e. those in place to deliver now and what our future internal talent looks like. Where future talent does not exist within the organisation, there will need to be strategies to ensure gaps do not open up and leave the organisation vulnerable to failing to deliver.

Strategic Risk Register

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SR 4.1	People Strategy	Director of People and Organisational Development	Bi annual progress reports to BET and PODCOM			X	X	
SR 4.2	Directorate and Divisional Workforce Plans supported by P&OD BPs	All Execs	Workforce challenges and related workforce plans to address workforce issues are set out in IMTP narrative and workforce planning returns	X	X	X		
			Regular reporting and review, e.g. quarterly, is encouraged via SMT/ DLT / directorate performance reviews	X	X			
			Annual update via IMTP cycle			X	X	
SR 4.3	My Contribution/ Career development and Performance Check-ins	All Execs	Quarterly and monthly organisational and directorate level reporting and Performance Assurance Dashboard		X	X	X	
SR 4.4	Directorate and Divisional Assurance Dashboards providing key insights to be acted upon linked to workforce plans	All Execs	Directorate performance reviews	X	X			
			Active use of recruitment data	X	X			
			Analysis of Starter and Leaver data	X	X			

Strategic Risk Register

Action Plan No.	Gaps in controls	Action Plan	Exec Director	Due Date	Progress
AP 1.1	Develop robust workforce plans	Establish succession plans throughout the organisation for key roles	Director of People & OD	Q3 -	On track
		Establish more detail of the workforce required to deliver our refreshed long-term strategic plan, including role mix, grade mix, skill mix, and placement of roles in the wider Public Health system	Director of People & OD	Q3	On track
		Develop clear plans for addressing scarce and emerging skills in line with local and national shortage specialities and forecast gaps between skills supply and demand	Director of People & OD	Q3	On track
		Work with our partners to raise awareness of and widen access to careers in Public Health, e.g. through advanced apprenticeships or other non-graduate routes (to expand our supply of suitably experienced candidates and increase participation and progression from under-represented groups).	Director of People & OD	Q4	On track
		Increase the number of placements, secondments, honorary contracts and joint posts spanning organisation boundaries, increasing skills transfer in both directions	Director of People & OD	2023/24 - TBD24	On track
AP 1.4	Ensure PHW's employment offer helps retain top performers and attract the best external talent.	Develop a compelling employee value proposition and employer brand for social media and recruitment advertising whilst ensuring the lived experience matches the promise.	Director of People & OD	Q4	On track