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Iechyd Cyhoeddus  
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Public Health  
Wales

**Name of Meeting**  
People and Organisational  
Development Committee  
**Date of Meeting**  
18 April 2023  
**Agenda item:**  
3.5a

## Public Health Wales Strategic and Corporate Risk Registers

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

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**Approval/Scrutiny route:** Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals, Stuart Silcox, Assistant Director Integrated Governance.  
BET 14 March 2023  
Board 30 March 2023

**Purpose**

Receive strategic and corporate risks for the purpose of scrutiny and challenge and approve any changes within the Committee’s remit.

**Recommendation:**

APPROVE <input type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
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**Recommendation**

The People and OD Committee is asked to:

- **Consider** the Strategic and Corporate Risk Register’s relevant to the Committee’s remit
- **Take assurance** that the organisation’s Strategic and Corporate 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

<b>Strategic Priority</b>	Choose an item.
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<b>Strategic Priority</b>	Choose an item.
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**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	No decision is required.
<b>Risk and Assurance</b>	This submission is the relevant strategic and corporate risks.
<b>Health and Care Standards</b>	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
<b>Financial implications</b>	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.
<b>People implications</b>	No people implications.

## 1. Purpose / situation

This paper provides an update on the strategic and corporate risks that sit within the remit of the People and Organisational Development Committee.

The paper highlights any changes since the Committee last reviewed the risk(s) and seeks approval for them and confirmation that the Committee is assured that the risk(s) are being managed appropriately.

The Strategic Risk Register details the highest level risks that could prevent the organisation from delivering on its strategic priorities.

The Corporate Risk Register details the highest level operational risks that are being managed on a day-to-day basis by Executive Directors.

## 2. Delivery Confidence Assessment

All strategic risks carry a delivery confidence assessment assigned by the Executive Sponsor. The table below demonstrates the RAG status.

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

## 3. Risk Appetite

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
Enabling better population health and reducing health inequalities through preventative and sustainable measures	Willing
Delivering excellent services for population screening programmes, health protection and infection	Cautious
Supporting improvements in the quality and safety of health and care services	Keen
Maximising the use of digital, data and evidence to improve population health	Willing
Enabling the successful delivery of the plan	Willing

## 4. Strategic Risks

The Committee last received the relevant extract of the Strategic Risk Register and Corporate Risk Register at its meeting on 15 March 2023. This was the same version presented to Board on 30 March 2023 and therefore the latest version approved by Business Executive Team (BET) at the time of publication of papers. A further iteration of the Strategic Risk Register and Corporate Risk Register is being presented to Business Executive Team on 17 April 2023. A verbal update will be provided to the Committee on any changes presented to BET.

The Committee will be aware that the Board approved new headline risk descriptors on 30 March 2023. The full refreshed Strategic Risk Register will be submitted to the Board on 25 May 2023 for consideration. Until the refreshed Strategic Risk Register is approved by Board, the Committee will continue to receive the current risk register.

The Strategic Risk Register is the vehicle through which the Board takes assurance that it has a clear understanding of the strategic risks facing the organisation in the delivery of its strategic objectives, together with the severity and the impacts if the risks are realised.

Public Health Wales has six strategic risks with two risks sitting within the remit of this Committee. An overview of any changes since they were last reviewed by the Committee is provided below, with the full risks provided in Appendix 1.

### 4.1. Risk 3

Risk Description						
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.						
Risk Appetite			Proposal for de-escalation or removal*			
Willing			Not Applicable			
Risk Scoring	Score at last Committee			Present Score		
Inherent	5	5	25	5	5	25
Current	3	5	15	3	5	15
Target	3	3	9	3	3	9
DCA at last Committee			Present Live DCA			
Amber			Amber			
Executive Sponsor Insight						
The current DCA is unchanged from last month and the planned actions are						

being progressed, noting the interdependencies with other functional areas across the organisation.

**Overview of changes to controls/actions**

(text marked in red in full risk which can be found in Appendix 1.

<b>Controls</b>	No changes.
<b>Actions</b>	Progression for actions including amendment to 2 due dates indicated where appropriate .
<b>Opportunities</b>	The Long-Term Strategy refresh and Quality as an Organisational Strategy work provide an opportunity to enable a more planned and sustainable approach to the management of change. Directorate workforce planning activity will also support resourcing, which will mitigate the identified level of risk
<b>Committee consideration</b>	The Committee considers the data relating to sickness absence, vacancies and staff turnover and at each meeting through review of the Performance Assurance Dashboard.

**4.2. Risk 4**

**Risk Description**

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

**Risk Appetite**

**Proposal for de-escalation or removal\***

Willing

Not Applicable

**Risk Scoring**

**Score at last Committee**

**Present Score**

Inherent	5	5	25	5	5	25
Current	3	5	15	3	5	15
Target	3	3	9	3	3	9

**DCA at last Committee**

**Present Live DCA**

Amber

Amber

**Executive Sponsor Insight**

Actions to reduce the risk are ongoing. The first stage of workforce planning – which is a significant enabler to reduce the risk has been completed. Key roles for succession planning have been identified and action plans and interventions will now be developed to close any gaps and reduce risk. Work to articulate a compelling EVP (People Promise) and develop a robust implementation plan to close any gaps is on plan

**Overview of changes to controls/actions**

(text marked in red in full risk which can be found in Appendix 1.

<b>Controls</b>	No changes.
<b>Actions</b>	Actions reported on within the risk action log. Mostly on plan.
<b>Opportunities</b>	There is an opportunity to develop a programme management approach to Workforce planning, drawing on resource from across all Directorates. This will help embed process and ensure we consider opportunities to create greater agility across the organisation in order to deliver out LTS
<b>Committee consideration</b>	The Committee The Committee sought assurance on the management of workforce planning within the Organisation.

## 5. Corporate Risk Register

Public Health Wales has six corporate risks. Two of the corporate risks remain within this Committee's remit and are presented for scrutiny. The Business Executive Team proposes that corporate risk 208, whilst sitting primarily within the remit of the Quality, Safety and Improvement Committee, should also be presented to this Committee for additional scrutiny because of the recruitment aspect. Any changes since the corporate risks were last reviewed by the Committee are summarised below, with the full risks provided in Appendix 2.

### 5.1. Risk 206

<b>Risk Description</b>						
Risk that individual and team performance and development is not aligned with the organisation's strategic and operational priorities						
<b>Risk Appetite</b>				<b>Proposal for de-escalation or removal*</b>		
Willing				Not applicable		
<b>Risk Scoring</b>	<b>Score at last Committee</b>			<b>Present Score</b>		
Inherent	4	4	16	4	4	16
Current	4	3	12	4	3	12
Target	1	3	3	1	3	3
<b>Overview of changes to controls/actions</b> (text marked in red in full risk which can be found in Appendix 2.						
<b>Controls</b>	No changes.					
<b>Actions</b>	The review of MYC has been delayed as a result of WHIWB but will be part of the policy review process resulting from the pilot					
<b>Opportunities</b>	None identified					

<b>Committee consideration</b>	The Board approved the strategic plan at it's meeting in March 2023.
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## 5.2. Risk 301

<b>Risk Description</b>						
There is a risk that we will not deliver our IMTP due to challenges involved in securing resources at the right time, at the right cost, with the right skills						
<b>Risk Appetite</b>				<b>Proposal for de-escalation or removal*</b>		
Willing				Not applicable		
<b>Risk Scoring</b>	<b>Score at last Committee</b>			<b>Present Score</b>		
Inherent	4	4	16	4	4	16
Current	3	4	12	3	4	12
Target	2	4	8	2	4	8
<b>Overview of changes to controls/actions</b> (text marked in red in full risk which can be found in Appendix 2.						
<b>Controls</b>	No changes.					
<b>Actions</b>	To undertake a complete workforce planning approach a data cleansing exercise will be undertaken during the next financially year in collaboration with Finance colleagues at a time to be agreed that will impact the organisation					
<b>Opportunities</b>	None identified					
<b>Committee consideration</b>	The Committee sought assurance on the management of workforce planning within the Organisation.					

## 5.3. Risk 208

<b>Risk Description</b>						
There is a risk that Health Protection and Screening Services will not be able to deliver high quality services in North Wales Infection division as they are struggling to recruit and retain sufficient medical and clinical staff.						
<b>Risk Appetite</b>				<b>Proposal for de-escalation or removal*</b>		
Cautious				Not applicable		
<b>Risk Scoring</b>	<b>Score at last Committee</b>			<b>Present Score</b>		
Inherent	4	4	16	4	4	16
Current	4	4	16	4	4	16
Target	2	2	4	2	2	4
<b>Overview of changes to controls/actions</b> (text marked in red in full risk which can be found in Appendix 2.						
<b>Controls</b>	No changes.					

<b>Actions</b>	Progress has been provided which indicate that activities are scheduled. In February - BET received paper and supported recommendations. The division is continuing with blended service delivery and recruitment strategy.
<b>Opportunities</b>	None identified.
<b>Committee consideration</b>	The Committee considered this risk for the first time at its meeting on 15 March 2023. Oversight of this risk will be shared with Quality, Safety and Improvement Committee.  The Committee sought assurance on the management of workforce planning within the Organisation.

## 6. Additional Considerations

The following section details any additional considerations for this Committee.

### 6.1. New Risks

There are no new risks identified for consideration during this reporting period.

### 6.2. Risks proposed to the escalated or de-escalated

There have been no new risks identified since the last Committee for consideration to be escalated or de-escalated between the Directorate or Organisational wide registers to the Strategic or Corporate Risk Register that fall under the remit of the Committee.

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

No decision required.

### Recommendation

The Committee is asked to:

- **Consider** the Strategic and Corporate Risk Register's relevant to the Committee's remit
- **Take assurance** that the organisation's Strategic and Corporate risks are being managed appropriately

\*For any risks proposed to be escalated or de-escalated, the completed form with rationale is provided in Appendix 3.