

 <p> <b>GIG</b>      CYMRU  <b>NHS</b>      WALES   </p> <p>     Iechyd Cyhoeddus      Cymru      Public Health      Wales   </p>	<p> <b>Name of Meeting</b>        People and Organisational Development Committee  <b>Date of Meeting</b>        6 February 2024  <b>Agenda item:</b>        3.5     </p>
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<b>Managing Risk</b>	
<b>Executive lead:</b>	Claire Birchall, Interim Executive Director of Quality, Nursing and Allied Health Professionals
<b>Author:</b>	Claire Birchall, Interim Executive Director of Quality, Nursing and Allied Health Professionals Executive Lead representatives, co-ordinated by Eleanor Higgins, Integrated Governance Manager

<b>Approval/Scrutiny route:</b>	Claire Birchall, Interim Executive Director of Quality, Nursing and Allied Health Professionals Business Executive Team 17 January 2024 Board 25 January 2024
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<p><b>Purpose</b></p> <p>To provide assurance to the Board on the management of risk in Public Health Wales.</p> <p>To provide an update on the Strategic and Corporate Risk Registers within the remit of the Committee</p>
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<b>Recommendation:</b>				
APPROVE <input type="checkbox"/>	CONSIDER <input checked="" 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>Consider</b> the Strategic Risks and take assurance on the management of Strategic and Corporate Risk within the organisation, within the remit of the Committee</li> </ul>				



**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:

<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
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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 Strategic and Corporate Risk Register.
<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 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 / situation

This paper provides the Committee with assurance on how risk is managed in Public Health Wales.

The Strategic Risk Register (SRR) is the vehicle through which the Board takes assurance that it has a clear understanding of the strategic risk 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 suitably managed. A Delivery Confidence Assessment is allocated to each risk, along with an overview assessment from the risk owner which provides a progress narrative updates at every review .

The Strategic Risk Register details the seven current Strategic Risks that were approved by the Board in March 2023. These are the highest-level risks that could prevent the organisation from delivering on its strategic priorities The Board last received the Strategic Risk Register for assurance in January 2024.

This paper presents an executive overview of the Strategic Risk and Corporate Risks by the Risk Owner within the remit of the Committee.

## 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.

## 3. Strategic Risk

A full assessment is provided in the attached Strategic Risk Register.

There have been a number of revisions to the template illustrating the architecture for each risk. This has been in response to feedback from Board members, Risk owners, and the Leadership Team. These include:

New/Amended section	Information provided
Risk Owner’s Delivery Confidence assessment	Revised from previous template. This section brings together the Risk Owner’s overview assessment status from the Strategic Risk Register, the Delivery



	Confidence Assessment and the Executive overview.
Expected timescale for movement in risk score (likelihood and/or impact)	New section added to provide clarification on when risk scores are likely to change. Narrative will explain whether the risk will see short-term or long-term change and the interdependencies for this change.
Key changes from last report	Revised from previous template to give a summary of changes from last report including changes to sources of assurance, controls, actions and current risk scores.
Link to Strategic Priorities and relevant strategic programme	New section added to show clear link to Strategic Priorities or strategic programmes.
Corporate Risks relating to this Strategic Risk	New section added to indicate relationship with Corporate Risks to allow more visibility for risk assurance. Not all Strategic Risks will have a direct relationship with a Corporate Risk and some Corporate Risks may relate to more than one Strategic Risk.

<b>Risk 4</b>	There is a risk of weakness in our organisational health, including our culture, capacity, capabilities and governance, caused by sub-optimal leadership, management and engagement, and the impacts of the Covid-19 Public Inquiry, resulting in low staff wellbeing and morale, failure to recruit and retain our staff and ineffective performance across one or more of our strategic priorities.				
<b>Risk Owner's Delivery Confidence assessment</b>	The organisation is implementing QOS incorporating governance system mapping and controls and has actions in place to mitigate the risk and close the gaps in assurance. POD have clear actions in the IMTP which relate directly to this risk, i.e., Work to understand current v desired culture, NHS Wales staff survey results, launching and embedding our 'Being Our Best' framework, a road map to deliver the people promise and the creation of a Leadership Forum (January 2024) . Workforce planning is also part of the IMTP deliverables and a critical component in addressing this risk, a dedicated Workforce Planning manager will commence on 22 January 2024 and will be pivotal in working across the organisation. Collaborative working between Planning, POD and Communication functions will contribute to improved methods to launch, land and embed related products/messaging. A (pilot) Leadership and Management Development Academy has also been launched, which together with the actions outlined in this plan, will support improved leadership, Management and engagement. Our Board and Committees are constituted in accordance with our Standing Orders and Scheme of Delegations and People and OD Committee are utilising data and insights to 'deep dive' into specific areas as well as focussing on items of strategic importance. The functions of the Board are delivered in line with the Board Etiquette Protocol with external assurance from Audit Wales on performance. There is a robust and dynamic wellbeing provision in place designed to respond to the needs of all staff including those impacted by the Covid-19 Public Inquiry.				
<b>Exec Sponsor</b>	Neil Lewis, Director of People and OD	<b>Exec Contributors</b>		Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals Huw George, Deputy Chief Executive and Exec Dir of Ops & Finance John Boulton, Director for NHS Quality Improvement and Patient Safety Paul Vasey, Board Secretary and Head of Board Business Unit	
<b>Assurance Group</b>	People and Organisational Development Committee				
<b>Risk Score</b>	Likelihood	Impact	Total risk score	<b>Expected timescale for movement in risk score (likelihood and/or impact)</b>	Our work in relation to culture, ways of working and leadership will take time to embed, the specific element of the Covid-19 Public Inquiry element will be removed from the risk descriptor shortly, however, we are not expecting any significant movement in this risk score until quarter 2 of 2024/25.
<b>Inherent</b>	5	5	25		
<b>Current</b>	4	4	16		

Target	3	2	6	Risk Decision	Treat
<b>Key changes from last report</b>	No change to the risk score, confirmation the Workforce Planning Manager will commence in post 22 January 2024, the establishment of the Leadership Forum and the work of the People and OD Committee have been referenced. Risk scores will be reviewed in conjunction with our IMTP refresh. Request to amend due date of AP 4.1 to March 2023.				
<b>Link to Strategic Priorities and relevant strategic programmes</b>	Long Term Strategy Organisational Culture Organisational Change				
<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> <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>There is a safeguarding risk that organizational DBS checks do not prevent unsuitable people from working with vulnerable groups, including children, therefore placing them at risk of harm, abuse and neglect.</p>				

## 4. Corporate Risk Register

The Leadership Team has reviewed and refreshed the Corporate Risk Register and has agreed six Corporate Risks. This includes two existing risks and four new risks. As part of this process, the Leadership Team agreed to archive two risks from the Corporate Risk Register and to de-escalate two risks from the Corporate Risk Register to their corresponding Directorate Risk Register. The new reporting template for Strategic Risk now identifies the relationship between Corporate Risks and Strategic Risks. The register is available at appendix 3.

The following risks are within the remit of the Committee:

Risk Description	Lead Executive	Current Risk Score	Risk Decision	Relationship with Strategic Risk
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)	Director for NHS Quality Improvement and Patient Safety, Improvement Cymru	L4xI4=16	Treat	SR 3 SR 4
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.	Director of People and Organisational Development	L3xI4=12	Treat	SR 3 SR 4 SR 7
There is a safeguarding risk that organizational DBS checks do not prevent unsuitable people from working with vulnerable groups, including children, therefore placing them at risk of harm, abuse and neglect.	Director of People and Organisational Development	L2xI3=6	Tolerate	SR 4



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

No decision required.

## 6. Recommendation

The Committee is asked to:

- **Consider** the Strategic Risks and take assurance on the management of Strategic and Corporate Risk within the organisation, within the remit of the Committee