

 GIG CYMRU NHS WALES Iechyd Cyhoeddus Cymru Public Health Wales	Name of Meeting Quality, Safety and Improvement Committee Date of Meeting 10 November 2021 Agenda item: 4.3
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Public Health Wales Strategic Risks and Corporate Risk Register

Executive lead:	Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals
Author:	John Lawson, Chief Risk Officer
Approval/Scrutiny route:	Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals Business Executive Team (2 November 2021)

Purpose

Receive the updated paper on Strategic Risks and the Corporate Risk Register for the purposes of scrutiny and challenge.

Recommendation:

APPROVE <input checked="" type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input type="checkbox"/>
The Quality, Safety and Improvement Committee is asked to: <ul style="list-style-type: none"> Take assurance on the effectiveness of the management of risk relating to the Committee's remit. 				

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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Summary impact analysis

Equality and Health Impact Assessment	No decision is required.
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Risk and Assurance	This submission covers both the Strategic risks and the Corporate 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 strategic and 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	This paper has no people implications.
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1. Purpose / situation

This paper introduces the revised Strategic Risks and the Corporate Risk Register (CRR) for presentation to the Quality, Safety and Improvement Committee.

2. Strategic risks

In a Board development event held in January 2021, it was agreed that there was a requirement for the strategic risks to be reviewed and re-articulated in the context of the response to and recovery from the COVID-19 emergency. As a result of this review, five new strategic risks were identified and were agreed in a Board development session on 24 June 2021.

The Board, on the 30 September, agreed to de-escalate Strategic Risk Two to the Corporate Risk Register, this reflects the change in context of the response and reactivation. It was agreed this de-escalation would include a further period of assessment of the risk, including consideration of how risks relating to innovation and improvement will be best managed. This further review is currently taking place.

As a result, there are now four risks on the Strategic Risk Register:

- Strategic Risk 1. Inability to sustain the COVID-19 response
- Strategic Risk 2. Fail to deliver effective and timely system leadership
- Strategic Risk 3. Suffer a cyber-attack on IT systems
- Strategic Risk 4. Fail to support and protect the health, well-being, welfare and resilience of our staff

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 and the removal of the original Strategic Risk 2, there are now no Strategic Risks which are directly relevant to the Quality, Safety and Improvement Committee (QSIC). As a result this Committee will not be routinely receiving information on Strategic Risks unless for a specific reason by exception or if there is a new Strategic Risk identified which is relevant to QSIC.

3. Corporate risks

On 21 September 2021, in a dedicated risk session, the Business Executive Team discussed and agreed revisions to be made to the Corporate Risk

Register. This was subsequently presented to the Board on the 20 September 2021.

In summary:

- There are now eight Corporate Risks
- Nine risks have been removed from the register as they were considered to be suitable for de-escalation to Directorate level and one has been removed as the risk is no longer likely to occur
- Two risks from Health Protection and Screening Services have been reviewed and are retained on the register, as have two risks from People and Organisational Development
- One risk is included having been de-escalated from the Strategic Risk Register (SRR2)
- Three new Corporate Risks have been added
- These cover:
 - The ability to respond to the forthcoming public inquiry;
 - The ability to properly exploit data;
 - The ability to effectively manage the organisational change process.

The CRR no longer segregates risks specific to the pandemic, which reflects the change of context and focus on recovery for the organisation. As a result and for clarity, all current CRR risks are numbered in the sequence 20x.

The Corporate Risk Register is presented to each Committee meeting, to allow the Committee members opportunity to view the risks relevant to that Committee's remit. The headline of each Corporate risk is shown in Table 1 below, together with an indication of those relevant to this Committee.

For full details, please refer to the Corporate Risk Register, which can be found at Appendix A.

In the interests of clarity and to ensure that the members have the full picture on Corporate Risk, this Committee will receive the current Corporate Risk Register in full at every meeting, with an indication of the risks which are of particular relevance to it.

Table 1 – Risk headlines and owners

Ref	Headline	Exec Owner	QSIC
201	Fail to manage organisational change	Director of People and Organisational Development	
202	Fail to adequately prepare for the forthcoming Public Inquiry	Board Secretary and Head of Board Business Unit	
203	Failure in service delivery in Diabetic Eye Screening	Executive Director Health Protection and Screening Services	✓
204	Fail to exploit data	Director of Knowledge	
205	Fail to recruit and retain workforce	Director of People and Organisational Development	
206	Performance will not be aligned to the organisations strategy	Director of People and Organisational Development	
207	Fail to sufficiently re-activate, innovate and improve (where appropriate) statutory and core public health functions to meet the needs of the population.	Executive Director, Quality, Nursing and Allied Health Professionals	✓
208	Failure to recruit and retain sufficient medical microbiologists	Executive Director Health Protection and Screening Services	✓

Actions and updates

Actions and updates are now in the process of being completed by the relevant Risk Owners and a fully updated Corporate Risk Register is expected at the Business Executive Team meeting in December 2021.

Particular points of note

Risk 208 has been re-assessed by the Health Protection and Screening Services Directorate and the likelihood score and therefore the severity has been increased. This is due to the further loss of substantive consultant staff resource in North Wales in relation to both in hours and out of hours working. The rest of the network remains in a similar position to previous.

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

No decision required.

5. Recommendation

The Quality, Safety and Improvement Committee is asked to:

- Take **assurance** on the effectiveness of the management of risk relating to the Committee's remit.