

 <p data-bbox="300 208 408 342">GIG CYMRU NHS WALES</p> <p data-bbox="443 208 671 342">Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p data-bbox="930 199 1337 309">Name of Meeting Quality, Safety and Improvement Committee</p> <p data-bbox="1050 315 1337 349">Date of Meeting 16 May 2023</p> <p data-bbox="1094 394 1337 461">Agenda item: 4.2</p>
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Managing Risk	
Executive lead:	Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals
Author:	Eleanor Higgins, Integrated Governance Manager
Approval/Scrutiny route:	Business Executive Team

Purpose
Receive the strategic and corporate risks for the purpose of scrutiny and challenge 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"/>

Recommendation
<p data-bbox="124 1227 1129 1261">The Quality, Safety and Improvement Committee is asked to:</p> <ul data-bbox="225 1301 1329 1451" style="list-style-type: none"> <li data-bbox="225 1301 1329 1373">• Consider the Strategic and Corporate Risk Register that have relevance to the Committee's remit <li data-bbox="225 1379 1329 1451">• 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

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.

Risk and Assurance

This submission is the relevant strategic and corporate risks.

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 corporate risk effectively are significant, both in terms of the potential for loss and also the failure to capitalise on opportunities.

People implications

No people implications.

1. Purpose / situation

This paper presents the strategic and corporate risks that have relevance to the remit of the Quality, Safety and Improvement Committee.

The paper seeks approval of any changes since the Committee last reviewed the risk(s) 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.

The QSIC 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. The 2022/23 Strategic and Corporate Risks remain current pending approval of the refreshed Strategic Risks

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 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 changes made since they were last reviewed by the Committee is provided below, with the full risks detailed at Appendix 1.

4.1. Risk 1

Following the revisions to the Long Term Strategy, the Executive Sponsor is confident that the current and emerging threats have been considered and incorporated into the Long Term Strategy. The risk continues to be monitored and tolerated and we remain alert to any new emerging threats.

Risk Description						
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.						
Risk Appetite				Proposal for de-escalation or removal*		
Willing				Not Applicable		
Risk Scoring	Score at last Committee			Present Score		
Inherent	4	4	16	4	4	16
Current	3	4	12	3	4	12
Target	3	4	12	3	4	12
DCA at last Committee				Present Live DCA		
Amber				Amber		
Executive Sponsor Insight						
Ministerial approval of the Board approved IMTP was received.						
The organisation is managing the risk by continuing to monitor the impact of the IMTP to respond to potential emerging geopolitical, socio-economic and						

health threats. The development and implementation of a key data dashboard to monitor the health of the nation provides information to inform any new or additional interventions to respond to emerging health and wellbeing needs. We are committed to developing a public health approach to the cost of living crisis through a coordinated approach across the organisation and considering how we best support our own staff. Actions remain on track with updates provided to reflect the development of the Long Term Strategy and senior Public Health Wales representation on Expert Panel reporting to Cabinet and IANPHI in relation to the conflict in Ukraine.

Overview of changes to controls/actions (text marked in red in full risk which can be found in Appendix 1.	
Controls	No changes.
Actions	Actions remain on track with update provided to reflect the development of the Long Term Strategy and its implementation for the first three years captured within the IMTP. A wide range of population health activities, mitigating actions and consideration of threats continue to be considered through four nations' connections and international horizon scanning with WHOCC and IANPHI relations.
Opportunities	None identified
Committee consideration of this risk / links to the workplan	<p>The Committee last considered this risk in February 2023.</p> <ul style="list-style-type: none"> • The Committee were advised that the assurance statement on Strategic Risk 1 remained accurate. • The Committee were assured that the risk continued to be managed as part of the Organisation's longer term strategy development. <p>Other recent consideration at Board / Committee level relevant to this risk:</p> <ul style="list-style-type: none"> • The Long Term Strategy was approved at the Board meeting in March 2023.

4.2. Risk 2

The Delivery Confidence Assessment for this risk remains green with the delivery of excellent services continuing to be an overarching priority. Risk reviewed in divisions and was approved via March Directorate Management Team.

Risk Description						
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.						
Risk Appetite				Proposal for de-escalation or removal*		
Willing				Not Applicable		
Risk Scoring	Score at last Committee			Present Score		
Inherent	3	3	9	3	3	9
Current	3	3	9	3	3	9
Target	3	2	6	3	2	6
DCA at last Committee				Present Live DCA		
Green				Green		
Executive Sponsor Insight						
The current DCA remains stable, and the directorate continues to hold the delivery of excellent services as the overarching priority, in line with the development of the refreshed long-term strategy for the organisation. Both incremental continuous improvement and some service transformation initiatives continue against a backdrop of significant strategic and operational demands. The development of new screening programmes will place further demand on the specialist workforce.						
Overview of changes to controls/actions (text marked in red in full risk which can be found in Appendix 1.						
Controls	No changes.					
Actions	Actions have been reviewed and updated via March DMT – now running into the 2023 / 24 planning year.					
Opportunities	In addition to utilising the forecast underspend in the Directorate to expedite elements of service transformation; the Directorate has leveraged the opportunity presented by the refresh of the LTS to strengthen and articulate a compelling narrative and agreed understanding of excellent services for population screening, health protection and infection. This was agreed and shared in December 2022					
Committee consideration of this risk / links to the workplan	<p>The Committee last considered this Risk in detail in February 2023.</p> <ul style="list-style-type: none"> The Committee was assured that the risk assessment remained stable, with a continued focus on improvement and transformation. 					

4.3. Corporate Risk Register

The Corporate Risk Register has six corporate risks which were approved at Business Executive Team. During this reporting period one risk has been removed and one new risk has been identified. There are now four risks that have relevance to the remit of the Quality, Safety and Improvement Committee. An assessment of each of the risks by the respective risk owner is shown below. The full risks have been detailed at Appendix 2.

An additional column has been added to the Corporate Risk Register in response to an assessment by Audit Wales. This additional column details the responsible Committee delegated to scrutinise the corporate risks on behalf on the Board.

4.4. Risk 203

Current risk remains unchanged. Risk reviewed in division and approved via March Directorate Management Team. A number of significant changes to the actions are planned including an IT upgrade, outsourcing of letter printing and funding for specialist expertise, all of which are likely to have a positive impact on the status of the risk. These activities have been delayed.

Risk Description						
DESW is unable to provide an accurate and quality-assured programme to the diabetic population of Wales, and to transform the service to provide a quality-assured programme for the increasing diabetic population.						
Risk Appetite				Proposal for de-escalation or removal*		
Cautious				Not applicable		
Risk Scoring	Score at last Committee			Present Score		
Inherent	5	4	20	5	4	20
Current	5	4	20	5	4	20
Target	3	4	12	3	4	12
Overview of changes to controls/actions (text marked in red in full risk which can be found in Appendix 2.						
Controls	No changes.					
Actions	Progress has been made for some elements of the actions but delays have been incurred due to time needed to resolve issues with an IT upgrade.					
Opportunities	Exploiting the opportunity provided by the Directorate underspend.					
Committee consideration of this risk / links to the workplan	Other recent consideration at Board / Committee level relevant to this risk:					

	Knowledge, Research and Improvement Committee received a Deep Dive into Equality which included reference to Diabetic Eye Screening Service Wales.
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4.5. Risk 207

Likelihood of risk reduced from 5 to 4, thereby reducing overall risk to 16. Monthly preparedness highlight reports are being provided to the all Wales Duty of Quality and Candour Implementation Board, showing everything is currently on track for Public Health Wales. Quality as an Organisational Strategy implementation is in progress. The Clinical Governance Framework under development, following a further workshop in March, is due to be presented at QSIC in July 2023. Once approved, this should provide an additional control which can form part of the assurance arrangements for Duty of Quality and Candour.

Risk Description						
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).						
Risk Appetite				Proposal for de-escalation or removal*		
Willing				Not applicable		
Risk Scoring	Score at last Committee			Present Score		
Inherent	5	4	20	5	4	20
Current	5	4	20	4	4	16
Target	3	4	12	3	4	12
Overview of changes to controls/actions (text marked in red in full risk, which can be found in Appendix 2.						
Controls	An additional control has been implemented by the Duty of Candour Implementation Group being set up					
Actions	Progress for a number of actions has been achieved including PHW's response to the Welsh Government draft consultation document on the duty of candour. An organisational project plan to implement Duty of Candour is in place and on track. A Duty of Candour implementation group is in place and meet fortnightly.					
Opportunities	Contribution to Welsh Risk Pool Network and Subgroups and influencing the materials produced.					
Committee consideration of this risk / links to the workplan	The Committee has regular updates for assurance programmed into the work plan on Health and Social Care (Quality and Engagement) (Wales) Act (2020). The last update for the Committee was in February 2023, where the Committee took assurance from the update and					

	<p>progress of implementation of the Duty of Quality within Public Health Wales.</p> <p>A further update is scheduled for the May 23 meeting.</p> <p>Other recent consideration at Board / Committee level relevant to this risk: N/A</p>
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4.6. Risk 208

Current risk remains unchanged. Risk reviewed in division and approved via March Directorate Management Team.

Risk Description						
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.						
Risk Appetite			Proposal for de-escalation or removal*			
Cautious			Not applicable			
Risk Scoring	Score at last Committee			Present Score		
Inherent	4	4	16	4	4	16
Current	4	4	16	4	4	16
Target	2	2	4	2	2	4
Overview of changes to controls/actions (text marked in red in full risk which can be found in Appendix 2.)						
Controls	No changes.					
Actions	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.					
Opportunities	None identified.					
Committee consideration of this risk / links to the workplan	<p>Committee received comprehensive update at the February 2023 meeting, which related to challenges facing the delivery of clinical infection services in North Wales.</p> <p>The Committee considered:</p> <ul style="list-style-type: none"> The effect on the work of the clinicians in North Wales, given the prolonged use of agency staff. Committee was assured there had not been any discernible effect, further, one of the agency staff employed had been 					

	<p>continually employed by the Organisation for five years and was established in the team;</p> <ul style="list-style-type: none"> • Progress on discussions with Betsi Cadwaladr Health Board regarding medical training posts. Discussion continued around the possibility of collaboration with Liverpool University Medical School, it was noted that discussions had taken place previously around similar capacity challenges, and noted it may result in a loss of focus towards retaining staff in Wales. • The potential development of a new specialist infectious diseases service that would attract consultants to the area, perhaps in collaboration with the newly established Bangor University Medical School. It was noted that this approach would require additional funding and further discussions were needed. • The Chair asked that capacity issue be cross referred to the People and Organisational Development Committee when they considered workforce planning and clinical governance issues
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4.7. Risk 303

Current risk remains unchanged. Risk reviewed in division(s) and approved via March Directorate Management Team and noted that ability to mitigate lies outside of organisational control. Risk description has been further refined since Committee last received this risk.

Risk Description						
There is a risk that the LINC process will not allow us to develop a product that meets our needs and is an improvement on the system currently in place. There is also a chance that the LINC programme will not be able to deliver and a Plan B will need to be put in place.						
This is a risk for both screening and microbiology.						
Risk Appetite				Proposal for de-escalation or removal*		
Cautious				Not applicable		
Risk Scoring	Score at last Committee			Present Score		
Inherent	3	4	12	3	4	12
Current	5	4	20	5	4	20
Target	3	2	6	3	2	6
Overview of changes to controls/actions						
(text marked in red in full risk which can be found in Appendix 2.						

Controls	HPSS Directorate meeting identifies and escalates issues to LINC Programme Board. DHCW have procured, developed and implemented a LIMS.
Actions	Communication with LINC colleagues and at screening LDP. Issues and risks documented and escalated within LINC and to DLT. Complete tasks assigned to us and engage with the process.
Opportunities	None identified
Committee consideration of this risk / links to the workplan	Committee first received this risk at the meeting in February 2023.

5. Additional Considerations

The following section details any additional considerations for this Committee.

5.1. New Risks

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

5.2. Risks proposed to the escalated or de-escalated

There are no risks proposed to the escalated or de-escalated during this reporting period.

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

No decision required.

Recommendation

The Committee is asked to:

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