

 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p> Name of Meeting Board Date of Meeting 25 July 2024 Agenda item: 5.3 </p>
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<h2 style="text-align: center;">Public Health Wales Strategic Risk Register</h2>	
National Director of Health and Well-being	SR 1 SR 2
National Director Policy and International Health	SR 3
Director of People and Organisational Development	SR 4
National Director Health Protection and Screening Services	SR 5
Deputy Chief Executive and Exec Director of Operations and Finance	SR 6 (Private Session)
Purpose	
Receive the Strategic Risk Register for the purpose of scrutiny and challenge, noting the updates to action plans and controls since the last reporting period.	

Recommendation:				
APPROVE <input checked="" type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
The Board is asked to:				
<ul style="list-style-type: none"> • Consider and approve the change requests to the Strategic Risks. 				
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:				
Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives			

Summary impact analysis	
Equality and Health Impact Assessment	No decision is required.
Risk and Assurance	This submission is the Strategic Risk Register.



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 risk effectively are significant, both in terms of the potential for loss and also the failure to capitalise on opportunities.
People implications	There is a both a Corporate and Strategic Risk relating to the workforce.

1. Purpose

This paper summarises the organisational Strategic Risk Register, highlighting any areas of concern that may require further discussion. This paper must be read in conjunction with the Strategic Risk Register (*Appendix 1*).

The Strategic Risk Register (SRR) is the mechanism through which the Board demonstrates that it has a clear understanding of the strategic risks 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 managed. A narrative Delivery Confidence Assessment is allocated to each risk, along with an overview assessment from the risk owner which provides a progress narrative update for each iteration of the strategic risk register.

This report describes to the Board, for the first time, the organisational themes that are emerging through reporting of risk using the Datix system. This approach will help the Board in understanding the risks the organisation faces in achieving its objectives. Through this holistic approach, Public Health Wales can demonstrate consideration of all risks in developing strategic plans, specifically its IMTP.

It is important to note that risk reporting continues to be an iterative process going forward, particularly as the organisation develops both its reporting and measurement, but also as it matures its conversations around risk, mitigation, and impact of actions.

We will continue to work through the Risk Management Development Plan to achieve consensus regarding the reporting metrics, and presentation and challenge of reporting. The Integrated Governance Team welcome regular feedback from Board members around where risk reporting and assurance can be strengthened.

2. Risk Ownership and Delivery Confidence Assessment

All strategic risks carry a delivery confidence assessment assigned by the Executive Sponsor. Following engagement and feedback from Board members, a broader Risk Owner's Delivery Confidence assessment has been established that also reflects progress since the last reporting period. This is described in the table below through RAG rating, in conjunction with detailed narrative updates informed by Executive Sponsors and Executive Risk Contributors.

An update of all Strategic Risks with current trajectories in relation to progress and effectiveness of controls and action plans is depicted below:

Risk Reference	Executive Sponsor	Inherent Score ¹	Current Score ²	Trend Status	Progress
SRR1	Jim Mcmanus	25	20		A substantial number of programmes are underway on this programme of work. A key starting point will be a clear, shared and owned assessment of what the organisation's role in reducing health inequalities is, and how we work with other systems. The current IMTP refresh is an opportunity to conduct that assessment in part.
SRR2	Jim Mcmanus	16	16		Work is underway to develop a Memorandum of Understanding with Welsh Government, Public Health Wales, Health Boards and Local Authorities to agree the principles and mechanisms of effective systems and an agreed system population health work plan however, there is not yet sufficient strategic agreement to align collective efforts between the third sector and Public Health Wales. Discussion has commenced with WCVA which needs to translate into a meaningful collaboration with an underpinning MOU to reflect the intention of better alignment and partnership working.
SRR3	Sumina Azam	20	16		Engaging with our population is central to better understanding health needs and empowering people to co-design public health solutions and become partners in their health and well-being. There is a risk of widening health inequalities unless actions taken involve working with our communities, partners and using a proportionate universalism approach. Ongoing actions are being

¹ This score represents the **severity of risks** before you implement controls to reduce or mitigate the risk

² This score represents the **severity of risks** after controls to mitigate the risk have been applied.

					<p>progressed across organisational programmes and strategic priority areas to understand the views of our population (including young people) and obtain feedback around factors that determine their health. Strategic opportunities to strengthen our response include the refresh of 'Our Approach to Engagement' which will be developed following evaluation of our current strategy and through consultation and engagement with staff, key stakeholders and our communities; strengthening our Young Ambassadors Programme; and our organisational approach to strategic partnerships. Many of the actions to address gaps in our controls for 2023-24 have been incorporated into our strategic plan for 2024-27 and there is ongoing positive progress on our actions to progress this agenda. Of note, evaluation of 'Our Approach to Engagement' is underway and a delivery plan is due to be presented to Business Executive Team in September 2024.</p>
SRR4	Neil Lewis	25	16		<p>Our work in relation to culture, values, behaviour, leadership, and engagement will take time to embed and we are not expecting any significant movement in this risk score before June 2025. Meantime consideration will be given to developing triggers that, when met, will result in a review of the risk score.</p> <p>In July BET considered the results of the 2023 survey (organisational level) and assurance was provided to PODCOM.</p> <p>POD have clear actions in the 2024-2025 IMTP which relate directly to this risk i.e. publishing an updated People Strategy, developing a strategic approach to employee engagement, and identifying measures to track progress against the actions agreed to close the gap between current and ideal culture and increase employee engagement. Workforce planning is also part of the IMTP</p>

					<p>deliverables and a critical component in addressing this risk. The programme of work targeted at transforming leadership and management will continue throughout 2024-2025 and is the subject of a 2025-2026 IMTP commitment. We will shortly let a contract for formal leadership and management development and begin the process of designing a bespoke provision for Public Health Wales.</p> <p>This year investment funding will be utilised to put in place a provision to increase coaching capability and confidence for the Leadership Forum, which includes all direct reports to BET. We continue to embed Being our Best, our behavioural framework and launched a baseline evaluation of the framework in June.</p>
SRR5	Meng Khaw	12	12	↔	<p>There are existing controls relating to: workforce planning and development; mitigation of impacts of unexpected health threats through the establishment of effective systems and processes; Emergency planning and learning from incidents and outbreaks, including the COVID pandemic; workforce planning and development for response; training and exercising; and horizon-scanning activities and strengthening governance arrangements to ensure excellent service delivery in HPSS through implementation of the long-term strategy.</p> <p>Each of the three divisions in HPSS directorate's five functions which contribute to this strategic risk are likely to score differently if reviewed independently and this will be reflected in divisional and directorate risk registers.</p> <p>The number of ongoing health protection threats remain stable, enabling health protection services to focus on proactive work, such as for Blood-borne viruses, sexually transmitted infections, and Tuberculosis.</p>

				<p>Work is ongoing to build excellent services for infection through workforce planning and development. Screening recovery is progressing well for Breast Test Wales, but the risk around the clinical workforce capacity remains. A transformation programme has been agreed to improve the Diabetic Eye Screening programme. Although there are specific aspects where the risk is higher, such as for Diabetic eye screening, overall, across the Directorate, the current risk is at the inherent risk. There is an opportunity to review the inherent risk score as the context has changed since the Strategic risk was constructed. Action is required to reduce the impact of external threats, through developing an understanding of roles and responsibilities of each component of the response architecture and the health protection competencies that need to be held in reserve for a surge response. The learning from COVID response is not yet complete and the Public Inquiry is still in progress. This will provide more information to improve response to external threats. Action is also required to join up the horizon-scanning efforts across the organisation. There will be a focus on addressing health inequalities through emergency planning and response.</p> <p>Good progress has been made on clarifying roles and responsibilities for health protection in Wales, through the publication of the All-Wales Communicable Disease Outbreak Plan and in PHW, with the approval of the PHW Emergency Response Plan. Both have been tested recently through tabletop exercise, with good engagement from the system. PHW is preparing to identify lessons from the outcome of the COVID Inquiry on Emergency Planning (Module 1) and also from a series of Facilitated COVID-19 PHW Staff Learning Events arranged for Q2 and Q3 2024/25.</p>
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The trend status indicates if the risk has remained stagnant at the inherent risk score and **Red**, **Amber**, **Green** demonstrates where improvements are in place and progressing well or complete, actions in place and being progressed currently or actions and controls have been identified but there has been limited progress in implementation.

3. Organisational Risk Exposure, Emerging Themes and Trends, and the Interface Between Operational, Corporate and Strategic Risk

The organisation prioritises risk reporting to ensure Board members are aware of the risk exposure (i.e., the number and level of risks that are currently being managed across and throughout the organisation). This ensures that Executive Team, Committees, and the Board can see from a strategic level the themes and trend emerging through the risk management infrastructure.

When Strategic risks are reported to the Business Executive Team and Committees of the Board, additional information relating to the Corporate Risk Register is provided to demonstrate the synergy and interdependencies between the levels of risks management. This is important as it provides assurance to Executive Team and the Board that risks are being managed effectively at a corporate level and action plans and controls associated with the management of these risks directly impact on the organisational ability to manage the Strategic risks.

From the data and intelligence provided from Datix, we can demonstrate that the risk management approach is embedding and that risk management processes are in place and being used appropriately. However, further work to mature the risk management approach is progressing at pace, through the objectives outlined within the previously endorsed Risk Management Development Plan.

Using an Enterprise Risk Management approach, intelligence gained from thematic analysis can then be mapped against the Strategic Risks to identify any gaps or areas that may represent a risk in the future. At the November Board meeting, the team will update on the work that underpins this and how it will support the Board's ongoing maturity and assurance in this area.

4. Strategic Risks

Six strategic risks are listed below, with an executive overview of each risk. A full assessment is provided in the attached Strategic Risk Register. The full register can be viewed at *Appendix 1*.

Risk 1	<p>Risk of: Widening gap in healthy life expectancy of population of Wales Due to: Cumulative effects of socio-economic, environmental, and wider public health challenges Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level: 1) Influencing the wider determinants of health [Keen] 3) Promoting Healthy Behaviours [Willing] 5) Delivering excellent public health services to protect the public and maximise population health outcomes. [Accepting]</p>				
Risk Owner's Delivery Confidence assessment	<p>Prior to the pandemic the gap in healthy life expectancy between the most and least deprived populations of Wales was widening. The consequences of the pandemic in terms of access to preventative and healthcare services and the impact on mental and emotional well-being is likely to have exacerbated this. Together with the health impacts of the ongoing Cost of Living Crisis there is a high risk that the health of the population will worsen, particularly for vulnerable populations. This is likely to increase the gap in healthy life expectancy among our vulnerable, more deprived populations compared to more affluent populations in Wales.</p> <p>This will need long and short-term actions, as well as cross-organisational and cross system actions to achieve change.</p> <p>A substantial number of programmes are underway on this programme of work, but an overarching assessment of where we are on healthy life expectancy is needed. A key starting point will be a clear, shared and owned assessment of what the organisation's role in reducing health inequalities is, and how we work with other systems. The current IMTP refresh is an opportunity to conduct that assessment in part.</p>				
Exec Sponsor	Jim McManus, National Directorate of Health and Well-Being	Exec Contributors		Sumina Azam, Director of Policy and International Health / WHOCC Meng Khaw, National Director Health Protection and Screening Services Huw George, Deputy Chief Executive and Exec Director of Operations and Finance	
Assurance Group	Knowledge Research and Information Committee (remitted from QSIC Dec 2023)				
Risk Score	Likelihood	Impact	Total risk score	Expected timescale for	Because of the time taken to shift healthy life expectancy, the timescale is the same as the long-

Inherent	5	5	25	movement in risk score (likelihood and/or impact)	term strategy timescale – 10 yrs with dependencies on government action
Current	4	5	20		
Target	3	5	9	Risk Decision	Treat
Key changes from last report	<ol style="list-style-type: none"> 1. The Health Foundation has provided funding for the Shaping Places approach which will enable Public Service Boards to address health inequalities through addressing the wider determinants of health. The programme has now launched. 2. Work is underway on a cross-organisational approach to inclusion health. 3. The Prevalence of Disease programme has resulted in the development of the Diabetes Programme which will address some of the common risk factors for a difference in life expectancy. 4. Strategic Priority 4 on the development of a sustainable health and care system is being refreshed with an emphasis on prevention-based health and care. 5. Initial discussions have taken place on refreshing our organisational approach to health inequalities and being clear what our role is in short, medium, and long-term action needed to improve healthy life expectancy. 				
Link to Strategic Priorities and relevant strategic programmes	<p>SP 2 Promoting mental and social well-being. SP 4 Supporting the development of a sustainable health and care system focused on prevention and early intervention.</p> <p>The Diabetes programme is also important.</p>				
Corporate Risks relating to this Strategic Risk	<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>				

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 2	<p>Risk of: Worsening health outcomes for the population of Wales</p> <p>Due to: misaligned system-wide efforts and leadership and weaknesses in partnership working</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <ol style="list-style-type: none"> 1) Influencing the wider determinants of health [Keen] 2) Promoting Mental and Social Well-being [Willing] 3) Promoting Healthy Behaviours [Willing] 				
Risk Owner's Delivery Confidence assessment	<p>The issue around the specialist public health system in Wales being impacted by the transfer of the Local Public Health Teams to the Health Boards is being addressed through a dedicated work programme which is being computed by PHW and Directors of Public Health. Identifying areas of shared priority and principles of working together has already started. There is dedicated capacity within the team to strengthen this joint working and agenda setting. Work is underway to co-produce a set of joint priorities and then develop a working together agreement which will then be widened to include Welsh Government, Public Health Wales, and Local Authorities to agree the principles and mechanisms of effective systems and an agreed system population health work plan.</p> <p>Ongoing work continues to strengthen strategic agreement to align collective efforts between the third sector and Public Health Wales. Discussion has commenced with WCVA which needs to translate into a meaningful collaboration with an underpinning MOU to reflect the intention of better alignment and partnership working.</p> <p>Cross reference with risk 5</p>				
Exec Sponsor	Jim McManus, National Directorate of Health and Well-Being	Exec Contributors	Sumina Azam, National Director Policy and International Health Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals Huw George, Deputy Chief Executive and Executive Director of Operations and Finance		
Assurance Group	Knowledge Research and Information Committee (remitted from QSIC Dec 2023)				
Risk Score	Likelihood	Impact	Total risk score	Expected timescale for movement in risk score (likelihood and/or impact)	This risk score has not changed and will need some concerted action before it can be lowered. It is anticipated this will take at least twelve months.
Inherent	4	4	16		
Current	4	4	16		

Target	3	2	6	Risk Decision	Treat
Key changes from last report	<ol style="list-style-type: none"> 1. Initial discussions on a cross-organisational group, working with system leaders, to address this risk, have taken place. 2. Initial discussions have taken place with Directors of Public Health on a systems approach and these discussions continue with an agreed joint development programme which will include joint action planning. 3. The cross-system Diabetes Programme Board has now convened and the programme is underway. There are specific roles for Directors of Public Health. 4. Health Foundation Funding has been received for the Shaping Places programme, it has launched, every Public Service Board has been engaged, and every Director of Public Health has signed up to work on this. Building system leadership through this will be important. 				
Link to Strategic Priorities and relevant strategic programmes	<p>SP 2 Promoting mental and social well-being. SO3 - Promoting healthy behaviours (systems leadership) SP 4 Supporting the development of a sustainable health and care system focused on prevention and early intervention.</p> <p>In addition, there are links to</p> <ul style="list-style-type: none"> • Influencing wider determinants of health – the context of people’s lives (their community, work, experiences of deprivation, the homes they live in) affects their ability to engage in health promoting behaviours. • Promoting healthy behaviours • Promoting mental and social wellbeing • Supporting a sustainable health and care system – the health and care system cannot be sustainable unless there is population-wide engagement in health. • The Diabetes programme includes engaging with key system players, so we build an effective and cohesive cross organisational system 				



Corporate Risks relating to this Strategic Risk

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.

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 3	<p>Risk of: The organisation failing to effectively engage with the public in relation to their health and wellbeing. Due to: Failure to build relationships with stakeholders, communities and our service users; not having or utilising tools and resources to support engagement; a lack of workforce commitment, skills and capacity; and failure to monitor and evaluate the impact of engagement.</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <p>1) Influencing the wider determinants of health (Keen) 4) Supporting the development of a sustainable health and care system focused on prevention and early intervention (Willing) 5) Delivering excellent public health services to protect the public and maximise population health outcomes (Accepting)</p>		
Risk Owner's Delivery Confidence assessment	<p>Engaging with our population is central to better understanding health needs and empowering people to co-design public health solutions and become partners in their health and well-being. There is a risk of widening health inequalities unless actions taken involve working with our communities, partners and using a proportionate universalism approach. Ongoing actions are being progressed across organisational programmes and strategic priority areas to understand the views of our population (including young people) and obtain feedback around factors that determine their health. Strategic opportunities to strengthen our response include the refresh of 'Our Approach to Engagement' which will be developed following evaluation of our current strategy and through consultation and engagement with staff, key stakeholders and our communities; strengthening our Young Ambassadors Programme; and our organisational approach to strategic partnerships. Many of the actions to address gaps in our controls for 2023-24 have been incorporated into our strategic plan for 2024-27 and there is ongoing positive progress on our actions to progress this agenda. Of note, evaluation of 'Our Approach to Engagement' is underway and a delivery plan is due to be presented to Business Executive Team in September 2024.</p>		
Exec Sponsor	Sumina Azam, National Director Policy and International Health	Exec Contributors	Iain Bell, Director of Knowledge and Research Meng Khaw, National Director of Health Protection and Screening Services Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals Huw George, Deputy Chief Executive and Executive Director of Operations and Finance
Assurance Group	Quality, Safety and Improvement Committee		

Risk Score	Likelihood	Impact	Total risk score	Expected timescale for movement in risk score (likelihood and/or impact)	
Inherent	5	4	20		Movement in the score is likely to follow refresh and embedding of <i>Our Approach to Engagement</i> , and implementation of significant pieces of work relating to engagement etc. Monitoring and evaluation of <i>Our Approach to Engagement</i> will take place in 2025-27, will demonstrate whether the risk score has moved.
Current	4	4	16		
Target	2	3	6	Risk Decision	
Key changes from last report		<ul style="list-style-type: none"> • Our Approach to Engagement is being refreshed and there have been discussions with the Executive Team in Q4 (23-24). The first step is evaluation, which is underway; a delivery plan is due to be presented to Business Executive Team in September 2024. • A Behavioural Science strategic plan has been drafted, with the aim of ensuring action that has the greatest impact. • An organisation wide strategy for public campaigns has been agreed by the Executive Team. 			
Link to Strategic Priorities and relevant strategic programmes		<ul style="list-style-type: none"> • Influencing wider determinants of health – the context of people’s lives (their community, work, experiences of deprivation, the homes they live in) affects their ability to engage in health promoting behaviours. • Promoting healthy behaviours • Promoting mental and social wellbeing • Delivering excellent public health services – actions people can take to support their health includes taking up the offer of vaccination and screening. • Supporting a sustainable health and care system – the health and care system cannot be sustainable unless there is population-wide engagement in health. • Tackling the public health effects of climate change – actions to improve health will also benefit the climate <p>The Diabetes programme includes engaging with our population so that they adopt behaviours to prevent diabetes or prevent its complications</p>			



Corporate Risks relating to this Strategic Risk

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.

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>Risk 4</p>	<p>Risk of: Worsening organisational health Due to: Lack of effective organisational leadership and governance, progress towards ideal culture, ability to engage employees. Impact: Inability to recruit and retain high calibre staff, performance manage accountable officers in pursuit of strategic priorities, low staff morale and wellbeing. Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level: 3) Promoting healthy behaviours [Willing]</p>		
<p>Risk Owner's Delivery Confidence assessment</p>	<p>Our work in relation to culture, values, behaviour, leadership, and engagement will take time to embed and we are not expecting any significant movement in this risk score before June 2025. Meantime consideration will be given to developing triggers that, when met, will result in a review of the risk score.</p> <p>In July BET considered the results of the 2023 survey (organisational level) and assurance was provided to PODCOM.</p> <p>POD have clear actions in the 2024-2025 IMTP which relate directly to this risk i.e. publishing an updated People Strategy, developing a strategic approach to employee engagement, and identifying measures to track progress against the actions agreed to close the gap between current and ideal culture and increase employee engagement. Workforce planning is also part of the IMTP deliverables and a critical component in addressing this risk. The programme of work targeted at transforming leadership and management will continue throughout 2024-2025 and is the subject of a 2025-2026 IMTP commitment. We will shortly let acontract for formal leadership and management development and begin the process of designing a bespoke provision for Public Health Wales.</p> <p>This year investment funding will be utilised to put in place a provision to increase coaching capability and confidence for the Leadership Forum, which includes all direct reports to BET. We continue to embed Being our Best, our behavioural framework and launched a baseline evaluation of the framework in June.</p>		
<p>Exec Sponsor</p>	<p>Neil Lewis, Director of People and OD</p>	<p>Exec Contributors</p>	<p>Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals Huw George, Deputy Chief Executive and Exec Dir of Ops & Finance Paul Veysey, Board Secretary and Head of Board Business Unit</p>

Assurance Group	People and Organisational Development Committee				
Risk Score	Likelihood	Impact	Total risk score	Expected timescale for movement in risk score (likelihood and/or impact)	Our work in relation to culture, ways of working and leadership will take time to embed, we are not expecting any significant movement in this risk score before June 2025 when we will be in a position to measure progress following the delivery of an engagement dashboard which is a 2024-25 IMTP commitment and the 2024 staff survey results. Meantime consideration will be given to developing triggers that, when met, will result in a review of the risk score.
Inherent	5	5	25		
Current	4	4	16		
Target	3	2	6		
Key changes from last report	No changes				
Link to Strategic Priorities and relevant strategic programmes	Long Term Strategy People Strategy Strategic Equality Plan Organisational Culture Organisational Change				
Corporate Risks relating to this Strategic Risk	<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>				
Risk Decision	Treat				

<p>Risk 5</p>	<p>Risk of: Failure to deliver excellent public health services on screening, infection, health protection and Emergency Planning Resilience and Response (EPRR) and comply with the Duty of Quality</p> <p>Due to: Weakness in systems and processes, specialist workforce capacity and capabilities and innovative practice.</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <p>4) Supporting the development of a sustainable health and care system focused on prevention and early intervention (Willing)</p> <p>5) Delivering excellent public health services to protect the public and maximise population health outcomes (Accepting)</p> <p>NB. (Amalgamation of previously referenced SRR5 and SRR6)</p>
<p>Risk Owner's Delivery Confidence assessment</p>	<p>The current risk score is at the inherent risk level.</p> <p>There are existing controls relating to: workforce planning and development; mitigation of impacts of unexpected health threats through the establishment of effective systems and processes; Emergency planning and learning from incidents and outbreaks, including the COVID pandemic; workforce planning and development for response; training and exercising; and horizon-scanning activities and strengthening governance arrangements to ensure excellent service delivery in HPSS through implementation of the long-term strategy.</p> <p>Each of the three divisions in HPSS directorate's five functions which contribute to this strategic risk are likely to score differently if reviewed independently and this will be reflected in divisional and directorate risk registers. The number of ongoing health protection threats remain stable, enabling health protection services to focus on pro-active work, such as for Blood-borne viruses, sexually transmitted infections, and Tuberculosis.</p> <p>Diagnostic testing for COVID continues to be reduced in intensity as a result of the changes to the testing strategy implemented in 2023. Work is ongoing to build excellent services for infection through workforce planning and development. Screening recovery is progressing well for Breast Test Wales, but the risk around the clinical workforce capacity remains. A transformation programme has been agreed to improve the Diabetic Eye Screening programme. Although there are specific aspects where the risk is higher, such as for Diabetic eye screening, overall, across the Directorate, the current risk is at the inherent risk. There is an opportunity to review the inherent risk score as the context has changed since the Strategic risk was constructed.</p> <p>Action is required to reduce the impact of external threats, through developing an understanding of roles and responsibilities of each component of the response architecture and the health protection competencies that need to be held in reserve for a surge response. The learning from COVID response is not yet complete and the Public Inquiry is still in progress. This will provide more information to improve response to external threats. Action is also required to join up the horizon-scanning efforts across the organisation. There will be a focus on addressing health inequalities through emergency planning and response.</p>

	<p>Good progress has been made on clarifying roles and responsibilities for health protection in Wales, through the publication of the All-Wales Communicable Disease Outbreak Plan and in PHW, with the approval of the PHW Emergency Response Plan. Both have been tested recently through tabletop exercise, with good engagement from the system. PHW is preparing to identify lessons from the outcome of the COVID Inquiry on Emergency Planning (Module 1) and also from a series of Facilitated COVID-19 PHW Staff Learning Events arranged for Q2 and Q3 2024/25.</p>				
Exec Sponsor	Meng Khaw, National Director of Health Protection and Screening Services		Exec Contributors	Iain Bell, Director of Knowledge and Research Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals	
Assurance Group	Quality, Safety and Improvement Committee				
Risk Score	Likelihood	Impact	Total risk score	Expected timescale for movement in risk score (likelihood and/or impact)	<p>Although the current risk score remains unchanged, progress continues as planned to mitigate the likelihood and impact of this strategic risk.</p> <p>There is progress made on clarifying roles and responsibilities for key actors in the health protection system and over the coming months there will be opportunities for exercising the new arrangements and response plans, as well as learning from the COVID response.</p> <p>The impact score is expected to reduce by end of Q2 of 2024/25.</p>
Inherent	3	4	12		
Current	3	4	12		
Target	3	2	6		
	Risk Decision	Treat			
Key changes from last report	<ol style="list-style-type: none"> 1. HPSS Directorate is undergoing a spotlight review of controls gaps and actions. 2. Elements of the actions have requests for due date changes (AP 5.2 5.4, 5.5, 5.6, 5.7) 3. Elements of actions have request to complete (AP 5.6, 5.11, 5.12, 5.14, 5.15, 5.16) 				

Link to Strategic Priorities and relevant strategic programmes	Excellent Public Health services
Corporate Risks relating to this Strategic Risk	None to note.

No decision required.

5. Recommendation

The Board is asked to:

- **Consider** and **approve** the change requests to the Strategic Risks.