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WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Risk Management

Assurance of progress made to date

January 2024

Story so far

- Significant progress made over the last 12 months with the Risk agenda
- Great engagement from Board, with focussed discussion and understanding
- Leadership and prioritisation from BET
- Investment in terms of baseline assessment and the Grant Thornton Review
- Challenge and opportunity which the Long Term Strategy offered
- Focus on operational and corporate risks beyond the lens of Covid-19
- More to do

What has been delivered so far?

Risk Management Framework

Architecture
Baseline
Improvement Plan with milestones
Culture and narrative



Risk Management Framework

Protocols

Tools and Techniques
Classification System
Risk Assessment Procedure
Risk Control Rules and Procedures
Documentation and Record Keeping
Training and Communication
Audit Procedures & Protocols

Strategy

Risk Management Philosophy
Arrangements for Embedding Risk Management
Risk Appetite & Attitude to Risk
Risk Statements and Policies
Risk Assessment Techniques
Risk priorities for the present year

Architecture

Committee structures and ToR
Roles and Responsibilities
Internal Reporting Requirements
External Reporting Controls
Assurance Arrangements

Cyclical and iterative nature of Risk Management



During IMTP planning process the risk appetite descriptors and strategic risks will be reviewed. This will include the risk descriptor, controls, gaps in control and mitigating actions. This will in turn lead a review of the risk scoring and delivery confidence assessment.

Continuous review of risks to ensure escalation and de-escalation where required.

Risk hierarchy and inter-relationships



Operational Risk Management

Corporate Risk Register



Operational review of risk management concluded



Refreshed Risk Management Development Plan



Corporate Risk Register reviewed by Leadership Team and presented to Business Executive Team



Update on Corporate Risk Register presented to Board in November 2023 – to show connectivity with SRR

Issues discussion and identification	Debate at Leadership Team, and offer of support Corporate approach to managing issues
Escalation onto and off the Register	Risk Protocol Clarity in terms of ownership
Visualisation	Offer to test in Health Protection

Challenges

Capacity and Capability within the Directorates and Divisions Resource	How can we unlock, upskill, simplify
Issues to be dealt with locally	Help understand the difference between a risk and issue. What is Business as Usual. How we record.
Delays in implementation of DatixCloud Risk Module	National issue – being addressed but frustration and lack of connectivity

Audit Wales Structured Assessment

- Refresh SRR and Risk Appetite against revised Long Term Strategy
- Overall change in risk appetite from cautious to more willing, where appropriate
- Refresh of CRR with oversight delegated to Leadership Team
 - Existing risks for retention on CRR
 - Identified new risks added
 - Existing risks deemed to have been appropriately addressed and therefore archived
 - Issues log of previous risks which are now ‘happening’
- Leadership Team has oversight of implementation of Risk Management Development Plan
 - Risk architecture
 - Risk strategy, including development of risk appetite throughout Public Health Wales
 - Risk protocols, using DATIX as single source of truth
 - Planning and designing risk management guidance included within the IMTP planning guidance
 - Implementation and benchmarking
 - Measuring and monitoring
 - Learning and development
- Pilot presentation of corporate and directorate level risks in a dashboard format

Next Steps

- ✓ Head of Risk appointment made - prioritisation of work in the RMDP
- ✓ Discussion regarding cross Committee working regarding SRR and overlap/adoption
- ✓ SRR review in light of IMTP process
- ✓ Ongoing development of CRR – live document at Leadership Team
- ✓ Focussed programme of support to Directorates/Divisions/Departments to support and strengthen the work they are doing
- ✓ Risk protocol – check and refresh
- ✓ Training plan