



Full Risk Register

Risk Register - Public Health

Current Risk Level Summary

Green	0	Amber	10	Red	3	Total	13
Current Risk Level Changes							
				1	-5	1	-5

0	1	0	0	0
0	0	4	2	1
0	0	2	0	0
0	0	0	3	0
0	0	0	0	0

Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review			
PH0001	CBRNE incidents, communicable diseases and incidents with a public health implication	Anjan Ghosh	20/06/2022	20/09/2022			
Failure to deliver suitable planning measures, respond to and manage these events when they occur.							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood, and impact, of high impact incidents and emergencies. The Director of Public Health has a legal duty to gain assurance from the National Health Service and Public Health England that plans are in place to mitigate risks to the health of the public including outbreaks of communicable diseases e.g. Pandemic Influenza. Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and	Potential increased harm or loss of life if response is not effective. Increased financial cost in terms of damage control and insurance costs. Adverse effect on local businesses and the Kent economy. Possible public unrest and significant reputational damage. Legal actions and intervention for failure to fulfil KCC's obligations under the Civil Contingencies Act or other associated legislation.	High 20 Major (5) Likely (4)	25 -5	<ul style="list-style-type: none"> KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements. The Director of Public Health has additionally sought and gained assurance from the local Public Health England office and the NHS on preparedness and maintaining business continuity Local Health Planning Group PHE work locally to ensure NHS are ready and have plans in place for example for Winter Flu, and Avian Flu The Director of Public Health works through local resilience fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health. Kent Resilience Forum has a Health sub-group to ensure co-ordinated health services and Public Health England planning and response is in place 	Control Control Control		Medium 12 Serious (4) Possible (3)

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international security threats and severe weather incidents.			<ul style="list-style-type: none">• DPH now has oversight of the delivery of immunisation and vaccination programmes in Kent through the Health Protection Committee <p>DHP has regular teleconferences with the local Public Health England office on the communication of infection control issues</p> <p>DPH or consultant attends newly formed Kent and Medway infection control committee</p>	Anjan Ghosh	Control	
Review Comments	Agreed to reduce the likelihood by one level to reflect current situation 20/06/2022					

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Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review			
PH0005	Health Inequalities	Anjan Ghosh	25/03/2022	25/06/2022			
<p>These areas have high rates of premature mortality (deaths occurring under the age of 75 years) due to causes such as cardiovascular disease, respiratory disease and alcohol-related disease and cancer; causes that are strongly linked to unhealthy behaviours such as poor diet, physical inactivity, smoking and excessive alcohol. The risk is that whilst health is improving in general these communities health would not improve at the same rate as less deprived communities</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>Analysis of health inequalities in Kent shows that health outcomes are much worse in the most deprived decile areas in Kent. Covid has affected different communities in different ways a consequence of which is widened health inequalities. Reduced screening rate e.g. in maternity (smoking) and sexual health (STIs) which could contribute to poor health outcomes. Increased demand on GP services and sexual health services may result in people having less access to contraception and emergency contraception. There is a risk that the lockdown period has exacerbated unhealthy behaviours and potentially increased future demand on primary care services</p>	<p>The average life expectancy in the most deprived decile areas in Kent is 76 years for men and 80 years in women, compared to 83 years and 86 years respectively in the most affluent areas. These inequalities will lead to rising health and social care costs for the council and its partners amongst those groups least able to support themselves financially. Reduced screening will make it harder to identify health risks and intervene. For example, non delivery of vision screening, STI screening, late HIV diagnosis and non delivery of NHS health checks may prevent identification of CVD, STIs, increase risk of poor outcomes and may prevent intervention.</p>	High		<ul style="list-style-type: none"> Strategic piece of work around population health management with accompanied set of actions that will be implemented by the ICS working with PH Specific work around health inequalities is being targeted at specific communities Ensure that commissioning takes account of health inequalities when developing service based responses. 'One You Kent' Strategic commissioning and services to develop a recovery plan that will minimise impact Services are being stepped up where possible or a risk based approach is being taken to develop and shared targeted advice. More work is taking place in relation to campaigns and health promotion messages Ensure that an analytical focus remains on the issue of health inequality, providing partners and commissioners with the detail needed to focus support on this issue 	A	30/06/2022	Low
		16			-Accepted		6
		Serious (4)			Control		Moderate (2)
		Likely (4)			Control		Possible (3)
					Control		
					Control		
Review Comments	<p>Reviewed with AG and PM Feb 22 Reviewed further with PM 25/3 25/03/2022</p>						

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Risk Ref	PH0102	Risk Title and Event	Owner	Last Review da	Next Review		
		<p>Increased prevalence of Mental Health conditions</p> <p>Increased risk of social isolation during the pandemic as well as in the recovery phases. Prolonged isolation could contribute to mental health problems. Potential fear/anxieties of returning to normal day to day living prior to Covid-19 due to worry of being infected.</p> <p>Health Care Staff - Impact of wellbeing and mental health. It is anticipated that mental health conditions may develop/increase due to post traumatic stress disorder from experiences during the Covid-19 pandemic.</p>	Anjan Ghosh	25/03/2022	25/06/2022		
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
	<p>Countywide could see and increase in mental health conditions within the general population increasing pressure on services.</p> <p>Increased mental health conditions within health care staff which could decrease service capacity and have a long-term effect on the individual following their experiences in fighting the Covid-19 pandemic Fear of returning to normal work.</p>	<p>High</p> <p>16</p> <p>Serious (4)</p> <p>Likely (4)</p>		<ul style="list-style-type: none"> Mental Health Cells created. Follow current national guidelines. Sign-posting to relevant services including Every Mind Matters. Mental health support for health care staff - to tackle Covid-19 associated PTSD. Regular communication of mental health information and open door policy for those who need additional support. Promote mental health & wellbeing awareness to general population and staff during the Covid-19 outbreak and offering whatever support they can to help. Co-design is needed to bridge the gap between mental and physical health. Ensure stakeholders from mental health and those delivering psychological therapies are engaged to ensure that the approach is delivered in the most effective way to bring about change. Joint work with NHS to target suicide prevention 	<p>Anjan Ghosh</p> <p>Anjan Ghosh</p> <p>Anjan Ghosh</p> <p>Anjan Ghosh</p> <p>Jessica Mookherjee</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>Medium</p> <p>12</p> <p>Significant (3)</p> <p>Likely (4)</p>
Review Comments	<p>Reviewed with AG and PM Feb 22</p> <p>Reviewed further with PM 25/3</p> <p>25/03/2022</p>						

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Risk Register - Public Health

Risk Ref	PH0098	Risk Title and Event			Owner	Last Review da	Next Review	
Covid - Reduced ability to identify safeguarding concerns					Anjan Ghosh	25/03/2022	25/06/2022	
Reduced contact and limited face to face delivery will make it more challenging for practitioners to identify safeguarding concerns.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
	potential risks include increases in domestic violence self harming or suicide, child sexual exploitation	Medium 12 Significant (3) Likely (4)		• Use of virtual delivery, effective prioritisation of clients who need face to face delivery and working with partner agencies to share information on shared clients. Where practical one agency will lead on face to face contact to mitigate risk to staff.	Christy Holden	Control		Medium 9 Significant (3) Possible (3)
Review Comments	Reviewed with AG and PM Feb 22 Reviewed further with PM 25/3 Likely withdraw but need to agree with CH at next SMT 25/03/2022							

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Risk Ref	PH0100	Risk Title and Event	Owner	Last Review da	Next Review			
		Covid-19 non delivery of Public health Services and functions	Anjan Ghosh	25/03/2022	25/06/2022			
<p>There is a risk that there is inadequate capacity in the Public Health workforce and /or providers due to reassignments to other regional areas within that sector.</p> <p>Increasing demand to phone lines, redistribution of nursing staff and lack of capacity in pharmacy and primary care may limit the ability of service delivery. For example, pharmacy have indicated they may not be able to delivery smoking pharmacotherapy and emergency contraception.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>Inadequate capacity in the Public Health workforce and/or provider workforce This includes NHS Health Checks, mandated visits in NHS Health Visiting, National Child Measurement Screening and Oral health survey</p>	<p>Inability to deliver the necessary level of intervention to match population and service need. Increase in unwanted pregnancies or increase demand on health services in the longer term as preventative services unable to respond to demand. backlog of Health Checks for those who were eligible during the time of the pandemic lockdown</p>	Medium		<ul style="list-style-type: none"> Workplans are in place for PH Consultants. Performance reviewed on a monthly basis with Director for Public Health. Recruitment of public heath consultants. Two new posts and one to replace resignation Reporting into CMT and ASCH DMT Regular performance reporting to Health Reform and Public Health Cabinet Committee, Cabinet Public Health Consultants have lead portfolios for example Child Health, Prevention, Health Equalities, Health Protection. Clear demonstration of need for qualified, specialist public health staff. Staff capacity is reviewed regularly in order to be used effectively. Services are being adapted to ensure they move forward within capacity levels acknowledging the limitations. Putting in place alternative arrangements, virtual solutions, effective prioritisation and communication will help to mitigate this risk. 	Anjan Ghosh	A -Accepted	30/06/2022	Medium
		12			Pam McConnell	A -Accepted	30/06/2022	9
		Significant (3)			Anjan Ghosh	Control		Significant (3)
		Likely (4)			Anjan Ghosh	Control		Possible (3)
					Anjan Ghosh	Control		
					Anjan Ghosh	Control		
					Anjan Ghosh	Control		
Review Comments	<p>Reviewed with AG and PM Feb 22 Reviewed further with PM 25/3 25/03/2022</p>							

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Risk Ref	PH0099	Risk Title and Event	Owner	Last Review da	Next Review		
Covid - Supplier Sustainability			Clare Maynard	28/04/2022	28/07/2022		
Suppliers unable to remain operational due to financial distress							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
	non delivery of services and the provider going into administration	Medium 12 Significant (3) Likely (4)		<ul style="list-style-type: none"> KCC has written to all suppliers in line with national guidelines and has put in place a number of ways to mitigate risk to suppliers as a result of financial distress. The majority of Public Health providers will be paid as they will continue to delivery services, albeit in a different way. For GP and Pharmacy who may be unable to deliver services a fair payment has been worked up with the LPC and LMC. 	Christy Holden	Control	Low
					Christy Holden	Control	6 Significant (3) Unlikely (2)
Review Comments	no change 28/04/2022						

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Risk Ref	PH0091	Risk Title and Event	Owner	Last Review da	Next Review		
Increased Demand on Services			Christy Holden	28/04/2022	28/07/2022		
<p>There is a risk that services may not have the capacity to deal with the additional demand and associated cost pressures Increasing demand on services both with people coming into services and expectations of being part of the new health structures Multi-Disciplinary Teams</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
Increasing demand for Public Health Services due to changes in demography - for example growth in new births will increase the number of mandated contacts that Health visiting need to complete. Sexual health services have seen a continue rise of services. There is a risk that Durg and Alcohol services do not have capacity to see people being referred into the service Some of the increasing demand seen is as a result of Covid-19	We may be overspent or be unable to deliver against mandated requirements eg Health Visiting. Which will lead to: Increasing waiting list, quality of services may reduce as case loads increase, service may not be able to meet targets due to capacity of providing a good, quality interventions. Staff wellbeing reduce due to additional case loads/work	Medium		<ul style="list-style-type: none"> Working with Analytics and KPHO monitoring demographic data trends to support forward service planning. Utilise underspend from other services to fund digital demand pressures. Capacity modelling make sure services have the ability to meet need and activity can be adjusted accordingly. Support service innovation to introduce more digital solutions to assist with increasing demand. Open book accounting with providers to monitor costs where appropriate. Performance monitoring meetings provide opportunities to discuss service provision and for both parties to raise any concerns regarding levels of service, quality or risks Regularly review service models to ensure running as efficiently as possible. 	Christy Holden	Control	Low
		12			Christy Holden	Control	5
		Significant (3)			Christy Holden	Control	Minor (1)
		Likely (4)			Christy Holden	Control	Very Likely (5)
					Christy Holden	Control	
					Christy Holden	Control	
Review Comments	no change 28/04/2022						

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Risk Ref	PH0090	Risk Title and Event	Owner	Last Review da	Next Review		
		<p>Difficulties in recruiting and retaining nursing staff, specifically Health Visitors and School Nurses. There is a national shortage of qualified Health Visitors. The number of Health Visitor student places funded by Health Education England has declined.</p> <p>Service Failure</p> <p>Kent is currently experiencing issues across all commissioned services in recruiting good quality staff which is making it difficult in meeting the needs of the population that require Public Health Services.</p>	Christy Holden	28/04/2022	28/07/2022		
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
	Service delivery is impacted. Clinical and Safeguarding risk to children within the Health Visiting and School Public Health Service. Some visits may have to be postponed or reprioritised.	<p>Medium</p> <p>10</p> <p>Moderate (2)</p> <p>Very Likely (5)</p>		<ul style="list-style-type: none"> A safe staffing, safe working protocol has been agreed to effectively manage the workload of the Health Visiting teams in a safe and consistent manner. Contract management meetings investigate any poor KPI reporting and meeting the set targets. This is usually reported as recruitment issues Escalation through usual routes to DPH. Band 5 Community Public Health Nurse role has been introduced to provide additional support to cover universal workloads. Bank and agency staff are being recruited to support teams where possible to cover vacant posts. Recruitment and retention action plan is in place and monitored through the Quality Action Team and governance meetings. 	<p>Christy Holden</p> <p>Christy Holden</p> <p>Christy Holden</p> <p>Christy Holden</p> <p>Christy Holden</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>Medium</p> <p>8</p> <p>Moderate (2)</p> <p>Likely (4)</p>
Review Comments	no change 28/04/2022						

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Risk Ref	PH0104	Risk Title and Event	Owner	Last Review da	Next Review		
		Covid-19 Inequitable access to health improvement services	Anjan Ghosh	25/03/2022	25/06/2022		
<p>There is a risk that some groups within the population may be disproportionately affected by COVID -19. Those in low paid or insecure work, or with existing health conditions or who were already socially isolated, may find it increasingly difficult to afford bills and food and also struggle to access the services they need e.g. weight management and physical activity services. .</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
Inequitable access to health improvement services	Potentially increasing the health inequality gap - exacerbating a problem that already exist. Likely to have a significant toll on both their physical and mental health. Digital alternative service offerings may not be accessible due to certain groups not having access to resources required e.g. laptops, scales, smart phones	Medium 9 Significant (3) Possible (3)		<ul style="list-style-type: none"> Digital pilot launches. Where access, skills or confidence is an issue, services are offering face to face support. Subsidised equipment costs Targeted promotion of services. Alternative methods of service delivery e.g. telephone, video. Supporting the target audience to have access to online communication and engagement methods. Targeted promotion of services to lower quartiles where engagement has been significantly impacted Reducing Health Inequality is at the core of the NHS LTP response and sets the expectation that all parts of the system will incorporate this into their work. Telephone delivery offered where feasible. Continue following national guidelines. Equality Impact Assessments to take place for work involving service redesign. Relevant workstreams to review/input into EIAs Monitoring of engagement and alternative methods used as needed to ensure representation 	Christy Holden Christy Holden Christy Holden Christy Holden Christy Holden	Control Control Control Control Control	Medium 9 Significant (3) Possible (3)
Review Comments	Reviewed with AG and PM Feb 22 Reviewed further with PM 25/3 Linked to PH0005 and PH0002 25/03/2022						

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Risk Ref	PH0119	Risk Title and Event	Owner	Last Review da	Next Review		
		Non, reduced or delayed delivery of medication supplies and/or testing kits Public Health related issues on Supply Chain (Brexit, Ukraine)	Christy Holden		31/08/2022		
<p>The supply chain risk for medications is an NHS risk, however there are Public Health service-related risks for the supply of medications resulting in people not receiving the treatment and medication from the commissioned services such as Drug and Alcohol Treatment services and Sexual Health services</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
	Inadequate supply of necessary resources reaching the services and population in a timely manner	Medium 9 Significant (3) Possible (3)		<ul style="list-style-type: none"> Regularly review Providers Business Continuity Plans against service disruption Continue to follow national guidelines and protocols 	Christy Holden Christy Holden	Control Control	Low 4 Moderate (2) Unlikely (2)
Review Comments							

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Risk Ref	PH0083	Risk Title and Event	Owner	Last Review da	Next Review		
Public Health Ring Fenced Grant			Anjan Ghosh	25/03/2022	25/06/2022		
Ensuring/assuring the Public Health ring fenced grant is spent on public health functions and outcomes, in accordance within National Guidance							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
Public Health Ring fenced Grant is spent in accordance within National Guidance	If it does not comply with national guidance could result in the DPH not being able to sign the Annual Public Health Grant declaration which could result in an external audit taking place leading to similar consequences to that of Northamptonshire County Council (i.e. Public Health England seeking a return of Public Health Grant)	Medium		• Agreed funding for Staff apportionment across Public Health, social care Adult, Social Care Children, business support and analytics functions to support public health outcomes functions and outcomes	Anjan Ghosh	Control	Low
		8		• Agreement of money flow between Public Health ring-fenced grant and the Strategic Commissioning Division	Anjan Ghosh	Control	2
		Serious (4)		• DPH and Section 151 Officer are required to certify the statutory outturn has been spent in accordance with the Department of Health & Social care conditions of the ring fenced grant	Anjan Ghosh	Control	Unlikely (2)
		Unlikely (2)		• Continued budget monitoring through collaborative planning	Avtar Singh	Control	
				• Commissioners to conduct regular contract monitoring meetings with providers	Christy Holden	Control	
				• Providers to complete timely monthly performance submissions to ensure delivery of outcomes	Christy Holden	Control	
		• Regular review of public health providers, performance, quality and finance are delivering public health outcomes	Christy Holden	Control			
Review Comments	Reviewed with AG and PM Med feb. Reviewed again with PM 25/3 25/03/2022						

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Risk Ref	PH0116	Risk Title and Event			Owner	Last Review da	Next Review	
Asymptomatic Testing programme funding					Anjan Ghosh	25/03/2022	25/06/2022	
budget management								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
Grant monies are allocated, funds are requested via draw down from allocated monies	Mismanagement of the grant could require KCC to repay the monies spent that are either not connected with the agreement or sit outside the grant criteria directly from the Public Health budget	Medium		<ul style="list-style-type: none"> Monthly returns provided to Dept for Health and Social Care to evidence spend. two tier sign off from Section 151 Office and Director of Public Health. continued monitoring of the budget to ensure that it is spent within the parameters of the Grant's agreement 	Anjan Ghosh	Control		Low
		8 Serious (4)			Anjan Ghosh	Control		Moderate (2)
		Unlikely (2)						Unlikely (2)
Review Comments	Reviewed with AG and PM med Feb 2022 Reviewed again with PM March 22 Updated controls 25/03/2022							

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Risk Ref	Risk Title and Event			Owner	Last Review da	Next Review		
PH0118	COVID Funded Programmes			Anjan Ghosh		25/06/2022		
Monies spent that are not connected within the agreement may have to be repaid back to central government								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
Ensuring/assuring the grant is spent in accordance within National Guidance and framework	Mismanagement of the grant could require KCC to repay the monies spent that are either not connected with the agreement or sit outside the grant criteria	Medium 8 Serious (4) Unlikely (2)		<ul style="list-style-type: none"> Weekly/monthly monitoring of the budget to ensure that it is spent within the parameters of the Grant agreement and spending remain within the financial envelope. 	Anjan Ghosh	Control		Low 4 Moderate (2) Unlikely (2)
Review Comments								