

Full Risk Register



Risk Register - Public Health

Current Risk Level Summary

Green	0	Amber	6	Red	3	Total	9
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Current Risk Level Changes

0	1	0	0	0
0	0	3	2	1
0	0	1	0	0
0	0	0	1	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)		<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 	Anjan Ghosh Anjan Ghosh Anjan Ghosh	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 DHP has regular teleconferences with the local Public Health England office on the communication of infection control issues DPH or consultant attends newly formed Kent and Medway infection control committee 	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	PH0005	Risk Title and Event	Owner	Last Review da	Next Review			
Health Inequalities			Anjan Ghosh	23/08/2022	23/11/2022			
<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> <p>inequitable access to health improvement Services</p> <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	
<p>Analysis of health inequalities in Kent shows that health outcomes are much worse in the most deprived decile areas in Kent.</p> <p>Covid has affected different communities in different ways a consequence of which is widened health inequalities</p> <p>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.</p> <p>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</p> <p>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> <p>Potentially increasing the health inequality gap exacerbating a problem that already exist.</p> <p>Likely to have a significant toll on both their physical and mental</p>	<p>High</p> <p>16</p> <p>Serious (4)</p> <p>Likely (4)</p>		<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. 	Anjan Ghosh	A -Accepted	29/12/2023	Low
				<ul style="list-style-type: none"> Specific work around health inequalities is being targeted at specific communities 	Anjan Ghosh	Control		Moderate (2)
				<ul style="list-style-type: none"> Ensure that commissioning takes account of health inequalities when developing service based responses. 	Anjan Ghosh	Control		Possible (3)
				<ul style="list-style-type: none"> Strategic commissioning and services to develop a recovery plan that will minimise impact 	Clare Maynard	Control		
				<ul style="list-style-type: none"> 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 	Clare Maynard	Control		
				<ul style="list-style-type: none"> Where access, skills or confidence is an issue, services are offering face to face support. <p>Subsidised equipment costs</p>	Clare Maynard	Control		

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	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		<ul style="list-style-type: none">• 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• Relevant workstreams to review/input into EQIAs Monitoring of engagement and alternative methods used as needed to ensure representation• 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	Clare Maynard	Control		
				Clare Maynard	Control		
				Rachel Kennard	Control		

Review Comments

Reviewed by SMT 18/8/22
[23/08/2022](#)

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Risk Ref	PH0102	Risk Title and Event	Owner	Last Review da	Next Review		
		Increased prevalence of Mental Health conditions	Jessica Mookherjee	23/08/2022	23/11/2022		
<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> <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>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>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>	<p>Countywide could see and increase in mental health conditions within the general population increasing pressure on services.</p>	High		<ul style="list-style-type: none"> Joint work with NHS to target suicide prevention 	Jessica Mookherjee	Control	Medium
		16		<ul style="list-style-type: none"> Mental Health Cells created. Follow current national guidelines. Sign-posting to relevant services including Every Mind Matters. 	Jessica Mookherjee	Control	Significant (3)
		Serious (4)		<ul style="list-style-type: none"> Mental health support for health care staff - to tackle Covid-19 associated PTSD. 	Jessica Mookherjee	Control	Likely (4)
		Likely (4)		<ul style="list-style-type: none"> 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. 	Jessica Mookherjee	Control	
					<ul style="list-style-type: none"> 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. 	Jessica Mookherjee	Control
Review Comments	Reviewed by SMT 18/8/22 23/08/2022						

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Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review			
PH0098	Covid - Reduced ability to identify safeguarding concerns Reduced contact and limited face to face delivery will make it more challenging for practitioners to identify safeguarding concerns.	Anjan Ghosh	23/08/2022	23/11/2022			
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 by SMT 18/8/22 23/08/2022						

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Risk Ref	Risk Title and Event				Owner	Last Review da	Next Review	
PH0099	Supplier Sustainability				Clare Maynard	16/08/2022	16/11/2022	
Suppliers unable to remain operational due to financial distress								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
Supply Chain and market challenges Competition and availability of workforce and materials for both KCC and its suppliers. Economic uncertainty, for example interest rates, and the impact of inflation on existing and future contracts. Sustainability of suppliers in some markets, and whether they have sufficient resilience to still deliver when impacted by internal/external risks whether they be operational or financial. Fraud and Error – fraud within supply chains or errors with payments to suppliers. Serious and Organised Crime – inadvertently contracting with Organised Crime Groups within supply chains. Changes to the regulatory environment, including environmental impacts. Suppliers within the chain lack sufficient controls to manage data effectively and keep it safe. Visibility of route to source. There are a number of geo-political uncertainties in the current environment which additionally impact on the	non delivery of services and the provider going into administration	Medium		<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
		12						
		Significant (3)						Significant (3)
		Likely (4)			Christy Holden	Control		Unlikely (2)

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financial and operating environment. For example the supply chain challenges as a result of global lockdowns, and the war in Ukraine.

Review Comments

Removed covid reference is as wider supply chain issue
16/08/2022

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Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review			
PH0091	Increased Demand on Services	Christy Holden	24/08/2022	24/11/2022			
<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. 	Christy Holden	Control	Low
		12		<ul style="list-style-type: none"> Utilise underspend from other services to fund digital demand pressures. 	Christy Holden	Control	5
		Significant (3)		<ul style="list-style-type: none"> Capacity modelling make sure services have the ability to meet need and activity can be adjusted accordingly. 	Christy Holden	Control	Minor (1)
		Likely (4)		<ul style="list-style-type: none"> Support service innovation to introduce more digital solutions to assist with increasing demand. 	Christy Holden	Control	Very Likely (5)
				<ul style="list-style-type: none"> Open book accounting with providers to monitor costs where appropriate. 	Christy Holden	Control	
				<ul style="list-style-type: none"> Performance monitoring meetings provide opportunities to discuss service provision and for both parties to raise any concerns regarding levels of service, quality or risks 	Christy Holden	Control	
			<ul style="list-style-type: none"> Regularly review service models to ensure running as efficiently as possible. 	Christy Holden	Control		
Review Comments	reviewed at SMT on 18/08/2022 agreed to meet outside of meeting for further discussion 24/08/2022						

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Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review			
PH0090	Difficulties in recruiting and retaining nursing staff.	Wendy Jeffreys	24/08/2022	28/10/2022			
Service Failure							
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.							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
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.	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.	Medium 10 Moderate (2) Very Likely (5)		<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. 	Wendy Jeffreys Wendy Jeffreys Wendy Jeffreys Wendy Jeffreys Wendy Jeffreys	Control Control Control Control Control	Medium 8 Moderate (2) Likely (4)
Review Comments	reviewed at SMT agreed for separating meeting with WJ to further discussion . 24/08/2022						

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Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review
PH0119	Non, reduced or delayed delivery of medication supplies and/or testing kits	Christy Holden		31/08/2022
Public Health related issues on Supply Chain (Brexit, Ukraine)				
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				

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
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	Inadequate supply of necessary resources reaching the services and population in a timely manner	Medium		<ul style="list-style-type: none"> Regularly review Providers Business Continuity Plans against service disruption Continue to follow national guidelines and protocols 	Christy Holden		Low
		9			Christy Holden		4
		Significant (3)			Christy Holden		Moderate (2)
		Possible (3)					Unlikely (2)

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Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review			
PH0083	Public Health Ring Fenced Grant	Anjan Ghosh	24/08/2022	24/11/2022			
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		<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> Agreement of money flow between Public Health ring-fenced grant and the Strategic Commissioning Division 	Anjan Ghosh	Control	2
		Serious (4)		<ul style="list-style-type: none"> 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	Minor (1)
		Unlikely (2)		<ul style="list-style-type: none"> Continued budget monitoring through collaborative planning 	Avtar Singh	Control	Unlikely (2)
				<ul style="list-style-type: none"> Commissioners to conduct regular contract monitoring meetings with providers 	Christy Holden	Control	
				<ul style="list-style-type: none"> Providers to complete timely monthly performance submissions to ensure delivery of outcomes 	Christy Holden	Control	
			<ul style="list-style-type: none"> Regular review of public health providers, performance, quality and finance are delivering public health outcomes 	Christy Holden	Control		
Review Comments	reviewed at SMT on 18/08/2022. agreed to meet outside this meeting for further discussion 24/08/2022						