

# Full Risk Register

## Risk Register - Public Health

Current Risk Level Summary

<b>Green</b>	<b>0</b>	<b>Amber</b>	<b>6</b>	<b>Red</b>	<b>3</b>	<b>Total</b>	<b>9</b>
Current Risk Level Changes							

0	1	0	0	0
0	0	1	2	1
0	0	2	0	1
0	0	0	1	0
0	0	0	0	0

Risk Ref	Risk Title and Event	Owner	Last Review date	Next Review				
<b>PH0120</b>	<b>Cost pressure risk to public health budget</b>	Anjan Ghosh	25/10/2023	25/01/2024				
Reduced provision of services including reducing contract values and potentially expected public health outcomes not met								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
1.3% increase in PH grant allocation for 24/25 which does not adequately cover for increased costs (inflation, NHS pay, overheads and other pressures) therefore making it challenging to balance the public health budget	Impact on public health reserves	High		<ul style="list-style-type: none"> <li>Public Health service transformation programme is being conducted through 23/24 to further inform future Public Health commissioning plans</li> <li>Temporarily draw on public health reserves</li> <li>Relationship within the Council directorates around potential reduction in Public Health investment</li> <li>Whilst PH transformation is underway manage relationships with key strategic partners (KCHFT and MTW) and renegotiate contract values</li> </ul>	Anjan Ghosh	A -Accepted	30/03/2024	Medium
Reduction or stoppage of grants from third parties (NHS)	Reduction in public health investment in other council services that contribute to public health outcomes	20 Major (5)			Anjan Ghosh	Control		Major (5)
	Poorer health outcomes for Kent residents and potentially increase health inequalities	Likely (4)			Anjan Ghosh	Control		Possible (3)
	Strain on relationships within strategic partnerships (especially with KCHFT and MTW)				Victoria Tovey	Control		
	Potential reputational damage with residents of Kent and wider stakeholders and elected Members							
<b>Review Comments</b>	This is continues to be reviewed in conjunction with the transformation programme							
	25/10/2023							

# Adult Social Care and Health

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Risk Ref	Risk Title and Event	Owner	Last Review date	Next Review				
PH0005	<b>Health Inequalities</b>	Anjan Ghosh	25/10/2023	25/01/2024				
<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 and national macro-economic conditions. 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>Wider determinants such as the impact of the cost of living and latent demand following lockdown are also a factor</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 and subsequent pressures on the</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</p>	<p><b>High</b></p> <p>16</p> <p>Serious (4)</p> <p>Likely (4)</p>		<ul style="list-style-type: none"> <li>Strategic piece of work around population health management with accompanied set of actions that will be implemented by the ICS working with PH.</li> </ul>	Anjan Ghosh	A -Accepted	29/12/2023	<b>Medium</b>
				<ul style="list-style-type: none"> <li>Campaign plan in place for the 8 public health priorities. Communications work with Public Health consultants to drive public awareness and engagement using multi channel approach. Outreach of the campaigns is measured, and where possible impact is also assessed and reported to Health Reform and Public Health Cabinet Committee.</li> </ul>	Jo Allen	A -Proposed		9
				<ul style="list-style-type: none"> <li>Specific work around health inequalities is being targeted at specific communities</li> </ul>	Anjan Ghosh	Control		Significant (3)
				<ul style="list-style-type: none"> <li>Ensure that commissioning takes account of health inequalities when developing service based responses. 'One You Kent'</li> </ul>	Anjan Ghosh	Control		Possible (3)
				<ul style="list-style-type: none"> <li>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</li> </ul>	Matthew Wagner	Control		
<ul style="list-style-type: none"> <li>Strategic Commissioning will be leading a public health transformation programme across all services</li> </ul>	Victoria Tovey	Control						

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<p>cost of living have exacerbated unhealthy behaviours and potentially increased future demand on primary care services</p>	<p>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</p>			<ul style="list-style-type: none"> <li>• Services continue to increase delivery, with the risk based approach being maintained. Additional funding has been received to enhance services ie. Drug and Alcohol and Family Hub. More work is taking place in relation to campaigns and health promotion messages</li> <li>• 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</li> <li>• Relevant workstreams to review/input into EQIAs Monitoring of engagement and alternative methods used as needed to ensure representation</li> </ul>	<p>Victoria Tovey</p> <p>Victoria Tovey</p> <p>Victoria Tovey</p>	<p>Control</p> <p>Control</p> <p>Control</p>		
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#### Review Comments

this remains with on going monitoring  
25/10/2023

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Risk Ref	Risk Title and Event	Owner	Last Review date	Next Review				
PH0102	<b>Increased prevalence of Mental Health conditions and Impact of well being and mental health.</b>	Jessica Mookherjee	25/10/2023	25/01/2024				
<p>It is anticipated that mental health conditions may develop/increase post Covid 19 pandemic, alongside the additional pressures brought on by increases in the cost of living .</p> <p>Increased mental health conditions within health care staff could see a decrease in service capacity and have a long term effect on the individual as a result of increases in the cost of living, and post covid-19 pandemic</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>Impact of well being and mental health conditions may develop/increase due to experiences post Covid 19 pandemic, alongside the additional pressures brought on by increases in the cost of living</p> <p>Health Care Staff Impact of well being and mental health. It is anticipated that mental health conditions may develop/increase post Covid19 pandemic as and as result of the rising cost of living.</p>	<p>Countywide could see and increase in mental health conditions within the general population increasing pressure on services with demand greater than supply, which could lead to poorer outcomes in recovery</p> <p>Increases in suicide rates</p>	High		<ul style="list-style-type: none"> <li>Development of a gambling strategy to tackle debt and poverty as a result of gambling.</li> <li>Joint work with NHS to target suicide prevention</li> <li>Closer working with partners to ensure services are embedded within the Integrated care strategy</li> <li>Regular communication of mental health information and open door policy for those who need additional support. Promote mental health &amp; wellbeing awareness to general population and staff offer whatever support they can to help.</li> <li>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 post covid 19 pandemic, and while in the midst of rising cost of living.</li> </ul>	A -Accepted	30/12/2023	Medium	
		16				Control		Significant (3)
		Serious (4)				Control		Likely (4)
		Likely (4)				Control		
						Control		
<b>Review Comments</b>	reviewed at SMT - continued to be closely monitored 25/10/2023							

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## Risk Register - Public Health

Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review			
PH0001	<b>CBRNE incidents, communicable diseases and incidents with a public health implication</b>	Anjan Ghosh	25/10/2023	25/01/2024			
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
<p>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.</p> <p>The Director of Public Health has a legal duty to gain assurance from the National Health Service and UK Health Security Agency that plans are in place to mitigate risks to the health of the public including outbreaks of communicable diseases e.g. Pandemic Influenza.</p> <p>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 international security threats and severe weather incidents.</p>	<p>Potential increased harm or loss of life if response is not effective. Increased financial cost in terms of damage control and insurance costs.</p> <p>Adverse effect on local businesses and the Kent economy.</p> <p>Possible public unrest and significant reputational damage.</p> <p>Legal actions and intervention for failure to fulfil KCC's obligations under the Civil Contingencies Act or other associated legislation.</p>	<p><b>Medium</b></p> <p>15</p> <p>Major (5)</p> <p>Possible (3)</p>		<ul style="list-style-type: none"> <li>Communications and Public Health consultants work together on adhoc communications campaigns using multi-channel and multi-agency approach to maximise opportunities to engage with vulnerable groups when needs arise, for example management of outbreaks of disease, extreme weather, government interventions.</li> </ul>	Jo Allen	A-Proposed	<p><b>Medium</b></p> <p>12</p> <p>Serious (4)</p> <p>Possible (3)</p>
				<ul style="list-style-type: none"> <li>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 UK Health Security Agency office and the NHS on preparedness and maintaining business continuity</li> </ul>	Anjan Ghosh	Control	
				<ul style="list-style-type: none"> <li>Local Health Planning Group UK Health Security Agency work locally to ensure NHS are ready and have plans in place for example for Winter Flu, and Avian Flu</li> </ul>	Anjan Ghosh	Control	
				<ul style="list-style-type: none"> <li>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.</li> </ul>	Anjan Ghosh	Control	
				<ul style="list-style-type: none"> <li>Kent Resilience Forum has a Health sub-group to ensure co-ordinated health services and UK Health Security Agency planning and response is in place</li> </ul>	Anjan Ghosh	Control	

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			<ul style="list-style-type: none"><li>• DPH now has oversight of the delivery of immunisation and vaccination programmes in Kent through the Health Protection Board</li></ul> <p>DPH or consultant attends newly formed Kent and Medway infection control committee</p>	Anjan Ghosh	Control		
<b>Review Comments</b>	Reviewed by SMT and continues to be reviewed <i>25/10/2023</i>						

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Risk Ref	Risk Title and Event	Owner	Last Review date	Next Review				
PH0091	Increased Demand on Services	Victoria Tovey	15/02/2024	01/05/2024				
<p>There is a risk that services may not have the capacity to deal with the additional demand and associated cost pressures or may have to reduce quality to meet the need.</p> <p>there is a risk that residents will wait longer for a service and their needs will escalate or their motivation may decrease.</p> <p>Opportunities for early identification maybe missed.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>Increasing demand for Public Health Services due to whole system pressures, increasing need and the continued pressure on cost of living.</p> <p>There is a risk that services do not have capacity to see people being referred into the service in a timely way.</p> <p>Some of the increasing demand seen is as a result of the impact of Covid-19, and as a result of pent up demand</p> <p>Some of the increased demand is due to changes in demography</p>	<p>We may be overspent or be unable to deliver against mandated requirements. 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. Impact on other health/social care social services</p> <p>Increasing demand and changes in demography may also exacerbate health inequalities.</p>	<p>Medium</p> <p>12</p> <p>Significant (3)</p> <p>Likely (4)</p>		<ul style="list-style-type: none"> <li>Transformation programme to ensure service sustainability to meet needs</li> <li>Working with Analytics and KPHO monitoring demographic data trends to support forward service planning.</li> <li>Utilise funding to support service transformation and efficiencies and effectiveness.</li> <li>Ensuring PH Grant is only funding applicable services.</li> <li>Income generation</li> <li>Capacity modelling to make sure services have the flexibility to meet need and activity can be adjusted accordingly.</li> <li>Provider has a workforce plan in place</li> <li>Support service innovation to drive efficiency and effectiveness eg introduce more digital solutions to assist with increasing demand.</li> <li>Open book accounting with providers to monitor costs where appropriate.</li> <li>Engagement with ICB regarding eligibility criteria for weight management services</li> <li>Performance monitoring meetings provide opportunities to discuss service provision and for both parties to raise any concerns regarding demand, levels of service, quality or risks. proactive action to be taken as needed for example amending referral criteria or action plans</li> </ul>	<p>Victoria Tovey</p>	<p>A -Accepted</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>30/03/2025</p>	<p>Medium</p> <p>8</p> <p>Moderate (2)</p> <p>Likely (4)</p>

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			<ul style="list-style-type: none"><li>Transformation and Review of service models to ensure running as effectively and efficiently as possible.</li></ul>	Victoria Tovey	Control		
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**Review Comments** Reviewed with VT 1/2  
15/02/2024

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## Risk Register - Public Health

Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review				
PH0090	<b>Difficulties in recruiting and retaining Public Health nursing staff.</b>	Wendy Jeffreys	25/10/2023	25/01/2024				
Service Failure								
<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> <p>Training opportunities are not necessarily available to nurses. The role of the health visiting service is needing to respond to more complex needs alongside government policy change.</p> <p>Kent's proximity to neighboring local authorities in maintaining salaries at a competitive level especially with those within the London Area.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
Kent is currently experiencing issues across all commissioned services in recruiting and keeping good quality staff which is making it difficult in meeting the needs of the population that require Public Health Services.	<p>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> <p>Low levels of staffing in health visiting teams are impacting within specific districts.</p>	Medium		<ul style="list-style-type: none"> <li>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.</li> </ul>	Wendy Jeffreys	Control		Medium
		10		<ul style="list-style-type: none"> <li>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.</li> </ul>	Wendy Jeffreys	Control		8
		Moderate (2)		<ul style="list-style-type: none"> <li>KCHFT are looking at creating a new Band 3 level to aid progression</li> </ul>	Wendy Jeffreys	Control	29/12/2023	Moderate (2)
		Very Likely (5)		<ul style="list-style-type: none"> <li>Band 5 Community Public Health Nurse role has been introduced to provide additional support to cover universal workloads.</li> </ul>	Wendy Jeffreys	Control		Likely (4)
				<ul style="list-style-type: none"> <li>Bank and agency staff are being recruited to support teams where possible to cover vacant posts.</li> </ul>	Wendy Jeffreys	Control		
				<ul style="list-style-type: none"> <li>Recruitment and retention action plan is in place and monitored through the Quality Action Team and governance meetings.</li> </ul>	Wendy Jeffreys	Control		
<b>Review Comments</b>	Reviewed by SMT - and continues to be closely monitored 25/10/2023							

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Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review			
PH0122	Public Health Service Transformation Programme	Victoria Tovey	01/02/2024	01/05/2024			
Continuity of business during transition phase							
Service delivery destabilised impacting wider council service							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
Public Health services are undergoing transformation activities with the aim to improve services, maximise impact of investment and ensure sustainable fit for purpose services are available for future needs. Concurrently Kent and Medway ICB are recommissioning all adults and childrens community services contracts. Providers may have contracts with both KCC and ICB, should their contractual funding arrangements change following recommissioning this could impact the financial stability of the provider, impact their ability to deliver any required change to services, and ultimately impact the providers overall viability.	Reduction in choice of providers if they are no longer financially viable	Medium		• Service level risk register in place	Victoria Tovey	Control	Low
	Impact on overall public health service offer and objectives of the transformation programme	9		• Liaison with Legal for advice when required	Victoria Tovey	Control	6
		Significant (3)		• Programme Manager and project officer in place	Victoria Tovey	Control	Significant (3)
		Possible (3)		• Engagement with KCC Internal communications team to support on any wider communications required	Victoria Tovey	Control	Unlikely (2)
				• Regular liaison with ICB and other key partners	Victoria Tovey	Control	
				• Engagement with stakeholders is taking place, including various engagement events	Victoria Tovey	Control	
<b>Review Comments</b>		Reviewed with VT - will meet with Emma Joy to identify process for sharing risks from programme 01/02/2024					

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Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review			
PH0123	<b>Provider Selection Regime</b>	Victoria Tovey	01/02/2024	01/05/2024			
There is a risk of challenge from providers							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
Provider selection regime changes the legal basis on which contracts need to be purchase and applies to all public health services	Financial impact Legal challenge Strain on resource May impact on ability to continue partnerships as we have in the past	Medium 9 Significant (3) Possible (3)		<ul style="list-style-type: none"> <li>Staff attending training and webinar sessions</li> <li>Engagement with Commercial and Procurement Team and Services to determine the wider impact of the regime on commissioning activities.</li> <li>Working group is in place to support process development</li> </ul>	Victoria Tovey Victoria Tovey Michael Bridger	Control Control Control	Low 6 Significant (3) Unlikely (2)
<b>Review Comments</b>	Reviewed with VT this links to the transformation risk 01/02/2024						

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Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review				
PH0083	Public Health Ring Fenced Grant	Anjan Ghosh	25/10/2023	25/01/2024				
Ensuring/assuring the Public Health ring fenced grant and reserve 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 and reserve 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. UKHSA seeking a return of Public Health Grant)	Medium 8 Serious (4) Unlikely (2)		<ul style="list-style-type: none"> <li>Public Health transformation programme is being conducted through 2023/24 to further inform future public health commissioning plans</li> <li>Agreed public Health funding towards other services within the Council that deliver on public health outcomes</li> <li>Agreed funding for Integrated commissioning team and analytics function and any other council directorate and services as relevant to support public health outcomes functions and outcomes</li> <li>DPH and Section 151 Officer are required to certify the statutory outturn has been spent in accordance with the Department of Health &amp; Social care conditions of the ring fenced grant</li> <li>Continued budget monitoring through collaborative planning</li> <li>Commissioners to conduct regular contract monitoring meetings with providers</li> <li>Providers to complete timely monthly performance submissions to ensure delivery of outcomes</li> <li>Regular review of public health contracts, performance, quality and finance are delivering public health outcomes</li> </ul>	Anjan Ghosh  Anjan Ghosh  Anjan Ghosh  Anjan Ghosh  Avtar Singh Victoria Tovey Victoria Tovey Victoria Tovey	A -Accepted  Control  Control  Control  Control  Control	30/03/2024	Low 2 Minor (1) Unlikely (2)
<b>Review Comments</b>	Reviewed by SMt and continues to be closely monitored 25/10/2023							