

08a Appendix A

Profile of Current Directorate Risk Scores

RED	25, 30, 32, 36, 37
AMBER	9, 26, 33, 34, 35
GREEN	4, 11, 23, 31

Draft Adult Social Care, Health and Wellbeing Directorate Summary Risk Register @ November 2017




[IL1: PROTECT]





Sandwell will be a place where our people are healthier for longer and the vulnerable are cared for


Our communities are built on mutual respect and taking care of each other, supported by all the agencies that ensure we feel safe and protected in our homes and local neighbourhoods


Sandwell now has a national reputation for getting things done where all local partners are focused on what really matters in people's lives and communities


Risk Ref	Risk Title and Description	Previous score (July 2017)	Direction of travel	Current score (October 2017)	Target score	Comment																											
003	<p>Strategic workforce development</p> <p>A workforce strategy is in place and links directly with workforce planning and training. This offers existing staff training opportunities to ensure that they are qualified and competent to face service needs. If recruitment and retention are not prioritised within the service and amongst service providers, then there will not be the skilled staff necessary to deliver appropriate social care.</p> <p>Risk owner – N Plant</p> <table border="1" data-bbox="248 927 660 1121"> <tr> <td rowspan="4">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FF0000; text-align: center;">9</td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>Impact</td> </tr> </table>	Likelihood	4					3			9		2					1						1	2	3	4	Impact	6 (green)		9 (amber)	3 (green)	<p>Recruitment of Approved Mental Health Practitioners and Occupational Therapists remains a challenge which is a national issue and not unique to Sandwell alone. Nationally there is an 8% shortage of OT's and 16% shortage of senior OT's. The measures in place to manage this risk include:</p> <ul style="list-style-type: none"> • An OT student programme in place that works to secure university placements. • For social workers we have a student programme and the Assessed and Supported Year in Employment. • We are attending national and regional recruitment fairs e.g. London and Birmingham to promote Sandwell. • The establishment of a quality team to deliver bespoke training to providers of social care services • The availability of apprenticeships in this area • Use of the National Minimum Data Set for social care which is an online system used as a tool to collect intelligence on workforce data • A refresh of the Workforce Development Strategy to reflect the diverse workforce in the Directorate. <p>In addition to this, a restructuring is taking place across the directorate to align all of the services within the directorate to the business plan that is being developed to deliver Vision 2030.</p>
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011	<p>Employee relations</p> <p>There is a risk that there will be industrial relations and staff deployment issues associated with the changes that are being brought about as a consequence of budget reductions and service transformation.</p> <p>Risk owner – C Guest</p> <table border="1" data-bbox="250 536 660 730"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90; text-align: center;">6</td> <td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> </tr> <tr> <td></td> <td colspan="4" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3					2			6		1						1	2	3	4		Impact				9 (amber)		6 (green)	6 (green)	<p>This risk was first identified in the directorate risk register a number of years ago when major transformation in the adult services sector was identified as necessary to deal with challenges such as national policy changes including the Care Act 2014 and the Better Care Fund, and significant austerity measures were being introduced.</p> <p>Since this time the assessment of this risk has been amber due to the significant impact these changes could have on the workforce and employee relations.</p> <p>The recent reduction in the risk is as a result of the completion of a number of the key actions that were required to manage these challenges. This includes, the conduct of service reviews and implementation of recommendations from these reviews (e.g. day care services, review of Fountain Court, Sandwell Visually Impaired and Sandwell Deaf Community Association, etc). The changes to date have all been effectively managed through the Jobs Promise and through regular meetings with members, unions and staff briefings.</p> <p>Despite the above, the service continues to face transformational change and financial pressures. As a result, the risk will be maintained on the risk register to ensure it continues to be effectively managed.</p>
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025	<p>Supply chain resilience</p> <p>If appropriate ongoing assurances regarding the financial and operational viability of companies commissioned by the Authority to provide services are not obtained, then there could be significant implications and unplanned financial consequences for the Authority if the operators of those services cease operations.</p> <p>Risk owner – C Marsh</p> <table border="1"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td>12</td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td colspan="4">Impact</td> <td></td> </tr> </table>	Likelihood	4					3				12	2					1						1	2	3	4		Impact					12 (red)		12 (red)	8 (amber)	<p>This risk is concerned with the financial viability of social care providers which has a potential for the provider to be unable to continue operating, thereby exiting the market and handing back contracts for the provision of care services to the council. In recent times the risk has become more significant due to increased cost pressures providers are facing which include, the introduction of the National Living Wage; apprenticeship levy; auto enrolment and increased pension costs and care worker travel and sleep in costs, and this is reflected in the assessment of this risk as red.</p> <p>To mitigate the risk, the service has the following measures in place:</p> <ul style="list-style-type: none"> The levy of the adult social care precept on council tax Financial and supply chain risk assessments are undertaken at tender and pre qualification stages of the procurement process Robust performance and contract management arrangements are in place for individual contracts Reports have been approved by Cabinet over recent months to increase rates of pay to certain types of providers A care home closure policy is in place setting out the procedures to follow should a provider become operationally unviable <p>Actions to mitigate the risk further include:</p> <ul style="list-style-type: none"> Further report to Cabinet to consider rates of pay to non residential care providers Ongoing collation and review of 'soft information' on providers to identify any providers of concern prior to becoming operationally unviable.
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026	<p>Safeguarding</p> <p>If partners in the Sandwell Safeguarding Adults Board (SSAB) and other related Boards fail to engage in the Safeguarding agenda then they will fail to meet their obligations, and vulnerable adults will not be effectively safeguarded.</p> <p>Risk owner – N Plant</p> <table border="1" data-bbox="250 566 660 758"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700; text-align: center;">8</td> </tr> <tr> <td>1</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td colspan="4" style="text-align: center;">Impact</td> <td></td> </tr> </table>	Likelihood	4					3					2				8	1											1	2	3	4			Impact					8 (amber)		8 (amber)	4 (green)	<p>This risk is assessed as amber and reflects national safeguarding issues such as Winterbourne View, domestic violence, Prevent, human trafficking and modern slavery, all of which the SSAB and other partners and Boards including, Health and Well Being Board, the Police and Health Service are jointly responsible for managing.</p> <p>In terms of the measures that are in place to ensure partners are engaged in the safeguarding agenda, the following is in place:</p> <ul style="list-style-type: none"> • A business plan is in place which sets out the key priorities for the Board and member organisations, and the actions that will be taken to deliver the plan. This is due to be updated in March 18. • Multi agency procedures are in place that align to West Midlands agreed procedures as well as national guidance and legislation, including the Care Act 2014. Compliance with these procedures is monitored by the SSAB • Commissioning and delivery of multi agency training to ensure that safeguarding officers have the necessary skills. • Learning and implementation of actions from serious case reviews to ensure that improvements are made in the way organisations work together and share information. An event is planned in January 2018 to disseminate SCR findings. • Attendance at meetings is recorded and monitored. • A working group will be created to review the learning and development offer across agencies and support multiagency training across public sector agencies.
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030	<p>Deprivation of Liberty Safeguards (DoLS) If we do not identify sufficient funding and engage independent assessors to complete the number of DOLs received, then the authority will not discharge its statutory responsibility, putting vulnerable individuals at risk and placing the authority open to a legal challenge.</p> <p>Risk owner – S Sandhu</p> <table border="1" data-bbox="248 580 660 775"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000; text-align: center;">12</td> </tr> <tr> <td>2</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3				12	2					1						1	2	3	4		Impact					12 (red)		12 (red)	8 (amber)	<p>The Deprivation of Liberty Safeguards provides a legal framework to protect those who lack the capacity to consent to the arrangements for their treatment and care which can be so extensive as to deprive them of their liberty. These protections are provided by advocacy support / paid representatives to enable a decision on care to be made in the best interests of the vulnerable person.</p> <p>Due to a couple of key legal rulings in recent times, the number of DoLS referrals has significantly increased and thereby resulted in an increased demand for paid representatives and advocacy support. This increase has been experienced and reported as an issue nationally and is reflected in the current assessment of this risk.</p> <p>In terms of mitigation, there is a jointly commissioned contract in place with Walsall and Wolverhampton councils, to provide paid representative and advocacy services. However, as a result of the increased demand, a report was presented to Cabinet for further funding for SMBC for the period to March 2020. This was approved and should assist in the further mitigation of this risk. It should also reduce the advocacy waiting list.</p>
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032	<p>Accommodation and support strategy</p> <p>If the service does not deliver an effective accommodation and support strategy, then the people of Sandwell will not have the appropriate options to support their independence and wellbeing and there will be increased and unsustainable demand and financial pressure on health and social care provision.</p> <p>Risk owner – C Marsh</p> <table border="1"> <tr> <td rowspan="4">Likelihood</td> <td>4</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td>8</td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td colspan="6">Impact</td> </tr> </table>	Likelihood	4					3					2				8	1							1	2	3	4	Impact						12 (red)		8 (amber)	8 (amber)	<p>The risk reflects the delivery of the Accommodation and Support Strategy that was approved by Cabinet on 18 May 2016 and was developed to address the challenging transformation agenda and austerity measures. The Strategy focuses on the development of new approaches in providing vulnerable people with a choice of accommodation options, alongside the right care and support that enables them to stay in their own communities. Since its approval, the following has been delivered:</p> <ul style="list-style-type: none"> • A number of consultations have taken place to seek stakeholder views on the options being considered • Needs analysis has been undertaken by cross departmental teams to inform decision making • Development of the Oxford Road supported housing scheme which is planned for completion and delivery by January 2018 • Land secured for extra care scheme
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033	<p>Impress</p> <p>If we fail to successfully implement Impress, the new ICT system, including the transfer of historical data and the training and provision of ongoing support to managers and staff, then this could have a significant impact on the quality of the council's social care data management systems and on the quality of care provided to those adults and families most at risk.</p> <p>Risk owner – K Emms</p> <table border="1" data-bbox="248 651 660 845"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700; text-align: center;">8</td> </tr> <tr> <td>1</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3					2				8	1							1	2	3	4		Impact					8 (amber)		8 (amber)	4 (green)	<p>This risk is assessed as amber as this recognises the Impress project includes the implementation of both the Liquid Logic (case management system) and ContrOCC (financial management system).</p> <p>Liquid Logic (case management) functionality and ContrOCC (financial assessment) functionality went live November 2017 with a number of additional functionalities for both Liquid Logic and ContrOCC going live over the next 12 months.</p> <p>In terms of the measures that are in place to ensure successful implementation, the following is in place:</p> <ul style="list-style-type: none"> • Adults and Children's Programme Board is in place • Adults Governance Board in place and meets on monthly basis • Adults Implementation Team in place to support implementation phases • Formal contractual support in place from Partners.
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035	<p>Brexit</p> <p>As the UK government implements Article 50 and negotiates to leave the European Community, there may be negative impacts upon the adult social care sector.</p> <p>Risk owner – C Marsh</p> <table border="1"> <tr> <td rowspan="4">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700; text-align: center;">8</td> </tr> <tr> <td>1</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3					2				8	1							1	2	3	4		Impact					8 (amber)		8 (amber)	8* (amber)	<p>This risk links directly with risk 003 and 025 above and is concerned with the trend over the last 5 years where the proportion of overseas social care workers has steadily increased both nationally and locally. For example, the number of non british workers across the West Midlands is approximately 12% and over recent years there has been an increase in the number of EU nationals in the social care sector and decreases in non EU nationals. As such, the Brexit negotiations could have significant consequences for the social care sector and the government will need to ensure that the social care system is adequately staffed and sufficiently flexible to maintain safe, high quality health and social care services.</p> <p>In addition to this Brexit also has other impacts such as increased provider costs as a result of potential inflationary increases.</p> <p>In terms of mitigating the impact of this risk, the following actions have been undertaken:</p> <ul style="list-style-type: none"> • Regular meetings take place with service providers to understand and gauge any current impact/ signs • The dependency on EU workers has been mapped for domiciliary care, nursing care and residential care • The provision of the adult social care precept to assist with financial pressures and increasing costs of care <p>The risk will continue to be monitored and assessed alongside the development on negotiations.</p>
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036	<p>Integrated health and social care</p> <p>If there isn't a whole system approach to delivering health and social care services within Sandwell, then the required outcomes to meet government policy will not be achieved and the necessary financial efficiencies will not be delivered.</p> <p>Risk owner – C Guest</p> <table border="1"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000; color: white; text-align: center;">12</td> </tr> <tr> <td>2</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3				12	2					1						1	2	3	4		Impact					12 (red)		12 (red)	8 (amber)	<p>This risk is concerned with the Better Care Fund (BCF) which is a government programme spanning local government and the NHS which seeks to join up health and social care services so that people can manage their own health and wellbeing and live independently in their communities for as long as possible.</p> <p>The measures in place to manage this risk include:</p> <ul style="list-style-type: none"> • The establishment of a joint BCF partnership programme board with membership from the CCG, public health and the council, which reports to the Health and well Being Board (HWBB) on a regular basis • Approval of the two year 2017/18 to 2018/19 Better Care Plan by the HWBB • Governance of the Better Care Plan by NHS England have provided a RAG rating on the deliverability of the Plan. The plan was agreed in November 2017 and the 2017/18 plan was agreed without conditions. • The joint appointment of a programme manager to support delivery of the programme • The provision of an agreed section 75 pooled budget. <p>Despite the above measures, the risk remains red due to the further actions required which include:</p> <ul style="list-style-type: none"> • The need to develop robust plans to deliver place based integrated health and care services • Investing in primary, community and mental health services to help manage and reduce demand on secondary/ hospital care • Progressing the programme workstreams which include information sharing, data and intelligence; aligning commissioning and implementing High Impact Changes (see risk 037).
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Risk Ref	Risk Title and Description	Previous score (July 2017)	Direction of travel	Current score (October 2017)	Target score	Comment																															
037	<p>Delayed Transfer of Care (DTOC)</p> <p>If we do not reduce DTOC to national level, then we risk government intervention leading to a reduction in grant and potential financial clawback.</p> <p>Risk owner – D Stevens</p> <table border="1"> <tr><td rowspan="5">Likelihood</td><td>4</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>3</td><td>Green</td><td>Green</td><td>Yellow</td><td>12</td></tr> <tr><td>2</td><td>Green</td><td>Green</td><td>Green</td><td>Yellow</td></tr> <tr><td>1</td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td colspan="5">Impact</td></tr> </table>	Likelihood	4	Green	Yellow	Red	Red	3	Green	Green	Yellow	12	2	Green	Green	Green	Yellow	1	Green	Green	Green	Green		1	2	3	4	Impact					12 (red)		12 (red)	8 (amber)	<p>This risk is a key deliverable and workstream of the Better Care Plan Programme noted above at risk 036.</p> <p>Delayed Transfer of Care is a national issue and has been widely reported in the media over recent years (also referred to as 'bed blocking').</p> <p>For Sandwell, the key areas giving rise to the issue have centred around multiple and complex pathways; commissioners' management of residential and domiciliary care and information sharing.</p> <p>As a result, to mitigate the risk a project has been set up for the DTOC improvement plan which broadly involves the delivery of a single social care and health hub pathway. The Better Care Fund Programme is being maximised to protect a number of vital prevention-focused services and a range of integrated services that support appropriate, timely and effective hospital discharges. This is governed by the BCF partnership Board.</p>
Likelihood	4		Green	Yellow	Red	Red																															
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038	<p>Public Health Grant</p> <p>If arrangements are not in place to manage changes in budget for Public Health when the ringfence is removed in April 2019 there is a risk that we are unable to deliver against Public Health priorities and mandated functions.</p> <p>Risk Owner: David Stevens</p> <table border="1"> <tr><td rowspan="5">Likelihood</td><td>4</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>3</td><td>Green</td><td>Green</td><td>9</td><td>Red</td></tr> <tr><td>2</td><td>Green</td><td>Green</td><td>Green</td><td>Yellow</td></tr> <tr><td>1</td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td colspan="5">Impact</td></tr> </table>	Likelihood	4	Green	Yellow	Red	Red	3	Green	Green	9	Red	2	Green	Green	Green	Yellow	1	Green	Green	Green	Green		1	2	3	4	Impact					9		9 (amber)	6 (green)	<p>Public Health services are being reviewed against priorities to enable decisions to be made around future investment.</p> <p>Areas of public health are being considered as part of the whole system approach to achieve better provision and efficiencies (see risk 036).</p>
Likelihood	4		Green	Yellow	Red	Red																															
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[IL1: PROTECT]