

Risk Identifier				Risk Description			Risk Scoring				Risk Action Plan													
Risk ID	Domain	Date	Lead Executive	Directorate (if applicable)	Risk Description (There is a risk that...)	Cause (This will be caused by...)	Effect (The impact will be...)	Inherent Risk			Current Risk			Risk Decision	Action Plan	Due date	Status of Action	Target Risk						
								Likelihood	Impact	Risk level	Likelihood	Impact	Risk level					Trend	Likelihood	Impact	Risk level			
201			Director of People and Organisational Development		There is a risk that we will fail to make necessary organisational changes required to achieve public health impact and organisational objectives.	This will be caused by competing priorities and the resource demands of organisational recovery.	This will mean PHW will not deliver the required changes to organisational structures and ways of working impacting on timelines of organisational objectives	5	3	15	4	3	12	Treat	Period of re-assessment of the controls and action plan to be undertaken		TBC				Update - 02/12/21 - Plan reviewed and some projects paused due to resourcing and timing challenges. Change resource and plans to be considered in Q4 to determine structure and arrangements moving forward. Update - 04/02/22 - Workforce plans currently being updated and reviewed as part of IMTP submissions, planned and proposed changes and developments being captured as part of this process.			
202		17/09/2021	Board Secretary and Head of Board Business Unit	Corporate/Board Business	There is a risk that that we will fail to be sufficiently prepared to meet the requirements of a public enquiry.	This will be caused by insufficient resource capacity or capability, weak records management or insufficient prioritisation and/or funding across the organisation	This will mean PHW is insufficiently prepared for a public inquiry and may breach the legal requirements placed upon us to fully participate in any inquiry and not preparing, supporting or providing a duty of care to the (ex)-employees required to give evidence	4	5	20	3	5	15	Treat	1. Resourcing plan fully developed and supported - this includes legal expertise, archive expertise and project management resource. 2. Records Management and document categorisation process developed and deployed for those records requiring capture, recording and storing. 3. Approach to synergising wider organisational learning agreed. 4. Programme Board continues to operate effectively reporting to Business Executive Team.	1. Resourcing plan for April 2022 and beyond fully developed, approved and resources committed (HB) 2. Resourcing plan implemented to ensure appropriate capacity and capability in place (HB) 3. Records Retention Guidance to be published to ensure best practice processes are followed (RBW) 4. Programme Board continues to meet according to its terms of reference with bi-monthly reporting to Business Executive Team	Revised date to BET - 1 Feb 2022 30/04/2022 Completed Ongoing	19/01/22 Update - Active, on track for 1 Feb 2022 19/01/22 Update - Implementation dependent on approval of resourcing plan outlined above; some internal resource redirected from BBU team in the interim 19/1/22 - Active and on track, next report to BET due 1 Feb 2022	2	5	10	19/01/22 update - resourcing plan developed and initial discussion held with Business Executive Team with an agreed approach to further consider. Action remains active and on track 24/02/22 update - investment bid being submitted 2 March with full resourcing plan 19/01/22 update - action remains active and on track and is subject to progress of the above action. Resourcing paper due to BET 1 Feb 2022 24/02/22 update - resources will be implemented depending on outcome of investment bid, to mitigate in the meantime temporary staff have been extended by 1 month to end April 2022 19/01/22 update - action remains active and on track. Last Programme Board held 18 Jan 2022. Last report made to Business Executive Team on the 16 November 2021, next report due 1 Feb 2022 24/02/22 update - action remains on track. Last programme Board held 18 January, next BET update scheduled 1 March 2022.		
203	Organisational Objectives	02/11/2018	Executive Director for Health Protection and Screening Services	Health Protection and Screening Services	DESW is unable to provide an accurate and quality-assured programme to the diabetic population of Wales, and to transform the service to provide quality-assured programme for the increasing diabetic population.	There are inadequate processing in place to proved assurance of consistent and quality assured grading practice. There is a lack of effective measures and monitoring and feedback from ophthalmology services for referred population. There is a mismatch between service demand and capacity to provide quality and timely service. There is a projected increase in diabetic population (current referral level = 1000 new patients per month). There is lack of service capacity to achieve service standards. There is a lack of clinical governance to support quality delivery.	Patients will have extended waits for eye screening, potentially leading to delayed referral and which may increase risk of irreversible sight loss due to retinopathy. Due to lack of quality assurance of grading, screening participants may receive inaccurate screening results which may result in patients incorrectly being put on routine recall and not being referred to ophthalmology as appropriate. Service model is unsustainable, resulting in increased errors/incidents. Reputational damage for PHW. Loss of confidence in service leads to detrimental impact on uptake. Increase in complaints, claims and staff grievance. Loss of staff members, resulting in further service instability.	5	4	20	5	4	20	→	Treat	Optimising the service: Standards in place and being monitored to support service transparency. First stage management restructure following staff consultation within budget agreed to improve line management structure to enable support to staff which was completed Nov 19 with all staff now in post. Further to issues identified around lack of robust regional clinical governance in the programme and quality assurance this has resulted in additional investment by PHW into the service. This has included the support to establish three regional co-ordinators, a senior quality lead and additional project support to upgrade the current IT system. This additional investment brings the service in line with other screening division structure in terms of clinical governance and oversight. Recruitment to posts is underway and expected to be completed with all staff in post by end Feb 2020. Appointment of senior manager with responsibility for development and maintenance of appropriate quality framework. Implement workflow model in grading team to provide capacity to enable quality control and assurance processes. Transformation work is in progress with recruitment to establishment of team underway with this team having capacity to work to undertaken necessary work to enable plan to transform the service.	Work with partners to increase the number of clinic locations and increase capacity for screening. Implement IT systems upgrade to improve efficiency	31/03/2022			3	4	12	Update 03/11/21 - continued discussion to restore venue availability with Health Boards with some small improvement but venue availability concern in Cardiff as no longer able to screen from arts venue. Work progressing with screening hubs which will improve situation medium term. IT system upgrade implemented but will need to further upgrade for further service developments including implementation of risk based screening Update 26/11/21 - work progressing well with screening hub with plan for 3 venues in South Wales which when implemented will improve availability and offer, with one venue in Cardiff which is urgently needed. Started to implement offer of retinal review by optometrist to those identified as low risk of sight threatening retinopathy who have waiting longest for screening offer - first batch of offer letters sent 22 Nov and optometry colleagues supportive with 120 practices agreeing to participate and each LA has at least one optometrist. IPC guidance now updated to be at least 1 metre distance and we will review clinic templates to see how this change can be implemented safely to increase number of appointments. Update 26/01/22 - screening has continued to be offered throughout the Omnicom wave of the pandemic. Work continues with screening hub plan for additional venues which will improve availability and offer. Additional venue identified in Cardiff which has good availability and has improved offer locally. Offer of retinal review by optometrist has progressed to those identified as low risk of sight threatening retinopathy who have waiting longest for screening offer. Over 11,000 letters offering review have been sent to date and planned 3,000 letters to be sent out weekly with over 140 optometry practices supporting offer across Wales and invoices for reviews starting to be received as the reviews are completed. Substantive head of programme has taken on secondment for another screening programme and have divided the head of programme role into two new secondment posts due to workload: Optimisation Manager who is operationally responsible for the running of the programme day to day (started 17 Jan)
204			Director of Knowledge & Research		There is a risk that we will fail to exploit data to inform and direct public health action and interventions	This will be caused by data being held in silos, difficulty accessing the data and inability to access to provide the impact on public health.	This will result in worse public health outcomes in Wales and increased information governance risk within Public Health Wales.	5	4	20	5	4	15	Treat	We have developed 5 exemplar projects which will help us develop the digital and data strategy and research and evaluation strategy. These 5 projects are 1) To have all our data accessible through one place, 2) to develop a wintervoverview dashboard, 3) develop user personas to improve our publications, 4) develop an exemplar of the better presentation and use of evidence on active travel and 5) undertake a discovery phase on diabetic eye screening	31/03/2022			3	4	12	Update 25/11/21 - 4 of the 5 exemplar projects are under way and delivering well. We are currently procuring the Diabetic Eye Screening discovery phase		

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208	Safety / Continuity / Staffing	16/01/2017	Executive Director for Health Protection and Screening Services	Health Protection and Screening Services (Microbiology)	Health Protection and Screening Services will fail to recruit and retain sufficient medical microbiologists to be able to run an optimal and safe Microbiology service across the network, particularly in North Wales.	Extremely difficult recruiting environment, compounded by changes in the specialty training and the impact this is already having on the market for microbiologists.	4	4	16	High priority area N Wales: Agreed actions to maintain minimum level (as per agreed stabilisation plan) of consultant medical microbiologists using agency and locum staffing. Monitoring competency of locum and agency medical microbiologists to ensure appropriate service provision. In discussion with current non-substantive post holders to determine potential packages to make posts substantive Working with recruitment and Workforce and OD to redevelop the workforce plan and undertake proactive recruitment to improve the attractiveness of the roles to potential new employees Trust agreement to utilise agency locum staff Monthly submission to Welsh Government to monitor spend on Medical Locums Development of a blended clinical workforce across the Microbiology network (including specific support to North Wales) this includes new clinical BMS and physician associate roles. Action plan to address the local and agency spend issues was submitted by deadline and subsequently a progress report went to Welsh Government by deadline set. Oversight provided by Health Protection and Screening Directorate Leadership Team	4	4	16	→	Treat	Approval is awarded annually but currently posts were approved for 2020 and 2021	31/10/2024		2	2	4	<p>Update 4/11/21 - Successful establishment of SPR training posts. Successful recruitment to new trainees in Swansea. Three recruitment rounds still to be progressed with specific focus on developing training places in North Wales - this is likely to continue to take a number of years.</p> <p>Update - 24/01/22: No change in relation to Specialist trainee recruitment, this will continue to take a number of years. Considerable effort continues in relation to recruitment and retention including seeking additional agency consultant resource for remainder of financial year.</p> <p>Update 25/2/22 - Considerable effort continues in relation to recruitment and retention, including securing additional agency locum support for the remainder of finance year and beyond.</p> <p>Update 4/11/21 - Development of consultant clinical scientists complete, new roles being developed as part of Microbiology workforce plan. Recruitment process commenced with appointments expected Nov/Dec 21, with positive impact by April 22.</p> <p>Update - 24/01/22. Successful recruitment to Physician Associates roles, positive impact still expected by April 2022.</p> <p>Update 25/02/22 - No further update</p> <p>Update 7/5/21 - This issue will be reviewed later in the year as the Department moves back into recovery, when the impact of out of hours requests from Health Boards can be reviewed.</p> <p>Update 23/08/21 - Further discussion at Directorate Leadership Team on 25 August to review progress. Being reviewed as part of the revised HP operating model for COVID.</p> <p>Update 4/11/21 - Ongoing consideration as part of recovery but delayed by current focus on Covid response.</p> <p>Update 24/01/22 - Ongoing consideration as part of recovery but delayed by current focus on Covid response.</p> <p>Update 25/02/22 - No further update</p> <p>Update 4/11/21 - Continued focus on development of workforce plan for Microbiology, subsumed within the new focus of future operating model for Directorate of Health Protection and Screening Services</p> <p>Update 24/01/22 - Continued focus on development of workforce plan for Microbiology, subsumed within the new focus of future operating model for Directorate of Health Protection and Screening Services.</p> <p>Update 25/02/22 - No further update</p>