

Strategic Risk Register

Risk 1	<p>There is a risk of worsening health in the population of Wales, particularly among vulnerable populations</p> <p><i>Caused by</i> the cumulative effects of current socio-economic, environmental and wider public health challenges and failure to influence the embedding of health in all policies <i>Resulting in</i> a widening gap in healthy life expectancy</p>
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Risk Owner's Overview Assessment Status

Prior to the pandemic the gap in healthy life expectancy between the most and least deprived populations of Wales was widening. The consequences of the pandemic in terms of access to preventative and healthcare services and the impact on mental and emotional well-being is likely to have exacerbated this. Together with the health impacts of the ongoing Cost of Living Crisis there is a high risk that the health of the population will worsen, particularly for vulnerable populations. This is likely to increase the gap in healthy life expectancy among our vulnerable, more deprived populations compared to more affluent populations in Wales.

This will need long and short term actions, as well as cross-organisational and cross system actions to achieve change. A substantial number of programmes are underway on this programme of work, but an overarching assessment of where we are on healthy life expectancy is needed. A key starting point will be a clear, shared and owned assessment of what the organisation's role in reducing health inequalities is, and how we work with other systems. The current IMTP refresh is an opportunity to conduct that assessment in part.

Sponsor and Assurance Group

Executive Sponsor	<p>Jim McManus, National Directorate of Health and Well-Being</p> <p>Contributors: Sumina Azam, Director of Policy and International Health / WHOCC</p> <p>Meng Khaw, National Director Health Protection and Screening Services</p> <p>Huw George, Deputy Chief Executive and Exec Director of Operations and Finance</p>
Assurance Group	Quality, Safety and Improvement Committee

Inherent Risk

Date	11/05/23	Likelihood:	5	Impact:	5	Score:	25
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Risk Score						Risk Decision	Delivery Confidence Assessment
Current Risk			Target Risk			Treat	AMBER
Likelihood	Impact		Likelihood	Impact			
4	5	20	3	3	9		

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No.	EXISTING CONTROLS		SOURCES OF ASSURANCE	Level at which the Assurance is provided to				
	Control	Exec Owner		Team / Division / Project / Programme	Directorate Team / Exec Lead	Business Exec Team / Sub Groups	Committee / Sub group	Board
SR 1.1	Providing leadership for health in all policies through maximising opportunities through Welsh legislation including Public Health Act (Health Impact Assessment), the Well-being of Future Generations Act and the Socio-economic Duty	Director of Policy and International Health	Performance monitoring of IMTP delivery through Leadership Team	X	X	X		
SR 1.2	Implementing the WHO Collaborating Centre on Investment for Health and Wellbeing workplan, such as establishing a health equity solutions platform, to identify causes and solutions for tackling the health gap in Wales	Director of Policy and International Health	KRIC minutes Annual return to WHO of delivery of workplan Performance monitoring of IMTP delivery through Leadership Team	X	X	X	X	
SR 1.3	Identifying and translating international learning on tackling health inequity, for example through International Horizon Scanning and strengthened international partnerships with WHO, IANPHI, EuroHealthNet	Director of Policy and International Health, National Director of Health Protection and Screening Services	Board minutes KRIC minutes Performance monitoring of IMTP delivery through Leadership Team	X	X	X	X	X
SR 1.4	Influencing and informing policy to reduce health inequity through research and advocacy on the wider determinants of health such as fair work, housing, spatial planning	National Director of Health and Well-being, Director of Policy and International Health	Performance monitoring of IMTP delivery through Leadership Team	X	X	X		
SR 1.5	Tackling the public health effects of climate change agreed as an organisational strategic priority	Deputy CEO/Director of Ops and Finance, National Director of Health Protection and Screening Services, Director of Policy and International Health	Climate Change Programme Board minutes		X	X		
SR 1.6	Systems leadership and partial delivery of improvement programmes for primary and secondary prevention	National Director of Health and Well-being	Performance monitoring of IMTP delivery through Leadership Team		X	X		

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National Director of Health Protection and Screening Services

Action plan No.	Gaps in controls	Action Plan	Exec Director	Due Date	Progress
AP 1.1	No agreed organisational narrative of tackling health inequalities	Workshop planned with Executive Team to explore organisational understanding and agree next steps	National Director of Health and Well-being/ National Director of Policy	March 2024	<p>October 2023 Steering Group met in September and monthly meetings established until March 2024. Secretariat established to move the work forward so the Steering Group can provide guidance and feedback.</p> <p>January 2023 We have been developing a shared understanding of what our approach and role is as an organisation on health inequalities through a collaborative approach. At the same time we have also been developing our narrative on what a public health approach is and how we make clear the timescales of action and outcome. We have a Board Development Session in Q4 and we will complete our draft narrative for review across the organisation by 31 March 2024.</p> <p>Linked to this our work on Strategic Priority 4 and our work on wider determinants is progressing in parallel so that these programmes inform each other.</p>
AP 1.2	A comprehensive three year IMTP with action based on proportionate universalism and targets, where appropriate	Organisational Inclusion Health Group to develop an action plan, informed by behavioural insights, to guide all programmes delivered by Public Health Wales	National Director of Screening and Health Protection Services and Medical Director	March 2024	<p>October 2023 Group still to be formally established. Meeting to be held on 13 Nov to discuss and a session with SBET session being scheduled to discuss way forward. Informal engagement on the Inclusion Health agenda has taken place cross</p>

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					<p>Directorate with some useful. Liaison and information sharing.</p> <p>January 2024 Resource has been identified in HPSS and HWB directorate to take forward a cross-organisational programme of work for inclusion health. However, development is at an early stage and objectives for 2024/25 and not likely to be defined for year 1 of the IMTP for 2024/25</p>
AP 1.3	A Framework for Healthcare Public Health to influence the NHS to shift systematically towards prevention and Early Intervention	Develop a framework to influence and facilitate the NHS to shift systematically towards prevention and early intervention	National Director of Health and Well-being	December 2023	<p>October 2023 This will be incorporated as part of the work on our Strategic Priority to support the development of a sustainable health and care system focused on prevention and early intervention. Further discussions to take place during Q3 to agree revised timescales. Revised implementation date to be agreed.</p> <p>January 2024 Work is progressing well on this. Short-term resource to enable development of the priority has been obtained but as yet longer-term resource is subject to budget and finance discussions when we know our allocations. A collaborative workshop was convened and this has produced an initial draft for the IMTP and milestones, and the initial work programme on this. In parallel, the developing national diabetes programme as one programme designed to deliver a shift to prevention has now established the priority workstreams and has achieved sign off from NHS Leadership Board.</p>

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AP 1.4	Systematic collection of equalities data across all protected characteristics for the NHS in Wales to enable monitoring of public health		Work with Welsh Government and DHCW to prioritise and implement better collection of equalities data	Director for Data, Knowledge and Research	April 2024	November 2023 Engagement with DHCW continues to establish what data on equalities is available for collection. December 2023 Engagement with DHCW continues but progress is taking longer than anticipated. Escalation in progress to reach a resolution.
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Risk 2 There is a risk of ineffective system-wide efforts to improve health and wellbeing by organisations across public, private and third sectors.
Caused by misaligned system-wide efforts and leadership, and weaknesses in partnership working.
Resulting in worsening health outcomes and suboptimal use of limited public resources.

Risk Owner's Overview Assessment Status

There is a risk that the specialist public health system in Wales will fragment further following the transfer of the Local Public Health Teams to the Health Boards. Work is underway to develop a Memorandum of Understanding with Welsh Government, Public Health Wales, Health Boards and Local Authorities to agree the principles and mechanisms of effective systems and an agreed system population health work plan.

There is not yet sufficient strategic agreement to align collective efforts between the third sector and Public Health Wales. Discussion has commenced with WCVA which needs to translate into a meaningful collaboration with an underpinning MOU to reflect the intention of better alignment and partnership working.

Cross reference with risk 6

Sponsor and Assurance Group

Executive Sponsor	Jim McManus, National Director of Health and Well-Being Contributors: Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals Huw George, Deputy Chief Executive and Executive Director of Operations and Finance John Boulton, Director for NHS Quality Improvement and Patient Safety
Assurance Group	Quality, Safety and Improvement Committee

Inherent Risk

Date	11/05/23	Likelihood:	4	Impact:	4	Score:	16
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Risk Score						Risk Decision	Delivery Confidence Assessment
Current Risk			Target Risk			Treat	AMBER
Likelihood	Impact		Likelihood	Impact			
4	4	16	3	2	6		

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EXISTING CONTROLS			SOURCES OF ASSURANCE	Level at which the Assurance is provided to				
No.	Control	Exec Owner		Team / Division / Project / Programme	Directorate Team / Exec Lead	Business Exec Team / Sub Groups	Committee / Sub group	Board
SR 2.1	CMO's Monthly meeting with the Public Health Leadership Group and Directors of Public Protection for Wales	National Director of Health and Well-being	Minutes presented in the Forum		X			
SR 2.2	Monthly meeting with the Public Health Leadership Group and bi-weekly informal Public Health Wales/DsPH group	National Director of Health and Well-being	Minutes of PHDLG		X			
SR 2.3	Whole system approach to healthy weight	National Director of Health and Well-being	Performance monitoring of IMTP delivery through Leadership Team	X	X	X		
SR 2.4	System leadership working groups on priority topics and outcomes	National Director of Health and Well-being	Performance monitoring of IMTP delivery through Leadership Team	X	X	X		
SR 2.5	Wider determinants of health and well-being unit leadership for improving systems working in Public Services Boards.	National Director of Health and Well-being	Performance monitoring of IMTP delivery through Leadership Team	X	X	X		

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Action plan No.	Gaps in controls	Action Plan	Exec Director	Due Date	Progress
AP 2.1	Clear working arrangements with Public Health Wales, WCVA and other identified third sector organisations on shared objectives	Agree how PHW will work with WCVA and other identified third sector organisations to collaborate on shared public health objectives.	Exec Dir Quality, Nursing and Allied Health Professionals	March 2024	<p>November 2023: Awaiting revised meeting date from WCVA. Progression requires input from WCVA.</p> <p>December 2023 No further dates received following contact. To review the next steps in partnership with WCVA.</p> <p>Contact made with Llais and arrangements for future engagement with the Board Business Unit</p>
		Complete a base line assessment of which current third sector organisations are engaging regularly with Public Health Wales with a view to having a more joined up approach to third sector stakeholder engagement which is captured and can be evidenced to inform better planning and coordination.	Exec Dir Quality, Nursing and Allied Health Professionals	March 2024	<p>November 2023: Stakeholder mapping exercise completed which provides a baseline assessment and understanding of regular engagement with third sector organisations. Next step to pursue a more joined up approach is dependent on further engagement with WCVA as outlined in action above.</p> <p>December 2023: Digital User Experience Team are revising the approach using stakeholder interviews planned for January 2024.</p>

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AP 2.2	Agreed system wide approach to maximise the effectiveness of the specialist public health system following the TUPE transfer of LPHTs to Health Boards	Development, approval and implementation of MOU2 for the specialist Public Health System in Wales	National Director of Health and Well-being	March 2024	<p>October 2023- Paper to be taken to the next meeting of the DPH's to formally close down the process linked to the transfer and work towards agreeing a revised approach.</p> <p>January 2024 The discussion with DsPH has been held. An agreement to work together on shared system issues has been reached, which will be undertaken collaboratively with DsPH. The National Director is meeting every DPH individually to discuss ways of working together and we have agreed we will invest time together on shaping the elements of a new approach including shared values.</p>
AP 2.3	System leadership skills of the public health workforce and partnerships.	Training and support for systems leadership for the specialist PH system, PSBs, and Public Health Wales staff	National Director of Health and Well-being/Director of People and Organisational Development	June 2024	<p>October 2023 Linked to revised approach in update for AP 2.2. Gap analysis required to identify skills and training requirements.</p> <p>December 2023 On track. Linked to revised approach in update for AP 2.2. Gap analysis required to identify skills and training requirements.</p>

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AP 2.5	Strengthening systems leadership and engagement of Public Services Boards in the wider determinants of Health and Well-being		Health Foundation bid for 3 year support to strengthen the system with PSBs	National Director of Health and Wellbeing	March 2024	<p>October 2023- On track. Currently signing off contract for 3-year award and initiating set-up phase.</p> <p>January 2024 The Health Foundation funding has been awarded to Public Health Wales and the agreements signed. The programme has been initiated, every Director of Public Health and Public Services Board has agreed to participate.</p>
AP 2.6	See action plan for risk 6					