

Strategic Risk Register

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 January 2025- We are supporting development and implementation of the HIA regulations, which are currently being finalised by Welsh Government.	X	X	X		
SR 1.2	Implementing the WHO Collaborating Centre on Investment for Health and Wellbeing workplan, including consolidating the health equity solutions platform and delivering a well-being economy programme.	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 Quarterly Horizon Scan reports, focusing on areas of organisational priority delivered. Recent IANPHI meeting with PHW representation.	X	X	X	X	X
SR 1.4	Influencing policy to reduce health inequity through research and advocacy on the wider determinants of health and strengthening our policy advocacy role	National Director of Health and Well-being, Director of Policy and International Health	Performance monitoring of IMTP delivery through Leadership Team. KRIC minutes January 2025 – programme underway to strengthen our organisational policy advocacy function, including a research project led by Director of Policy and International Health. February 2025 – we have completed work on food regulations now laid before Senedd and are supporting NHS Executive/Welsh Government setting up a Health Inequalities and a Prevention strategic advisory group.	X	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 Draft Route Map for SP6 has been finalised and will be monitored as part of the delivery of the milestones contained within the IMTP		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 National Director of Health Protection and Screening Services	Performance monitoring of IMTP delivery through Leadership Team For Strategic Priorities 2,3 and 4 Route maps for each Strategic Priority have been developed. Regular internal review processes have been agreed within the HWB Directorate to oversee progress and implementation.		X	X		

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SR 1.7	A cross-organisational group and work programme to embed a shared narrative on health inequalities and share with stakeholders to increase our coherence and impact	Director of Policy and International Health	Performance monitoring of IMTP delivery through Leadership Team January 2025 – discussion at Executive Team on 22/1/25.	X	X	X		
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Action plan No.	Gaps in controls	Action Plan	Exec Director	Due Date	Progress
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 2025	<p>January 2025 Cross organisational health inequalities group (as per SR 1.7) has inputted to IMTP guidance to strengthen focus on health inequalities.</p> <p>October 2024 Cross-directorate discussions have taken place to bring together the work on inclusion health across the organisation. The communicable disease elements are also included in a health protection inequalities programme that is being established. A decision is needed to agree the governance and co-ordination of the work.</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	March 2025	<p>February 2025 Both the Prevention Based Health and Care Framework and our Healthcare Public Health Work will be completed in March and ready to process through publication.</p> <p>Several round of stakeholder engagement have been conducted across the system.</p> <p>To ensure healthcare public health work has maximum impact, we are reviewing all our strategic programmes to identify what further prevention gain we can achieve and how they can underpin the preventive efforts of clinicians and clinical systems. We continue to work on roll out and uptake of the All-Wales Diabetes Prevention Programme and are in the process of appointing a national dietetics lead. A proposal to enhance uptake and impact of tobacco control and the Help Me Quit programme was presented to DsPH in February 2025. A workplan for implementing prevention and early intervention on gambling is with Welsh Government awaiting decision on funding.</p> <p>Our advice to WG on prevention priorities for planning frameworks for the NHS including improving uptake of the bundle of 8 care processes for Diabetes has been incorporated into guidance to the NHS.</p> <p>The Tackling Diabetes Together Programme discovery work with newly diagnosed adults</p>

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					<p>with diabetes on what prevents engagements with services and how services can be more preventive is underway.</p> <p>October 2024 Stakeholder engagement on Healthcare Public Health continues to go well. Following stakeholder workshops in September, during October we engaged with Directors of Planning and again with Directors of Public Health and have further engagement with EDsPH planned for November. A further iteration of the framework will come to BET. The Prevention Based Health and Care Report, a component of the project, has been finalised and we are in discussions with Welsh Government and NHS Exec on our plans for launch.</p>
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 Research, Data and Digital	March 2025	<p>February 2025: Phase 2 cancer inequalities work, including linking screening to outcomes, is being prepared with SAIL. Lead analyst to lead on inequalities data and monitoring started on 6 Jan. Data and analysis sub-group of the health inequalities work kicks off formally 6 Feb, this will lead on developing inequalities monitoring indicators and analysis for PHW and be a central focus for inequalities data and analysis across the organisation, reporting this into the Exec and Board.</p> <p>December 2024 Due to the strategic nature of this action, there has been no reported progress since the last reported update.</p>
AP 1.5	Comprehensive MOU to be developed in conjunction with WG and key stakeholders	Work underway to support delivery of WG-WHO MOU on the Wellbeing Economy, enabled by a part time secondment to WHO.	Director for Policy and International Health	July 2025	<p>February 2025 Ongoing delivery of work packages as part of the MOU between Welsh Government and WHO. Policy dialogue is being organised jointly by WHO, Welsh government and PHW to agree policy level solutions.</p>
AP 1.6	Traction required to develop a cross-organisational group and work programme to embed a shared narrative on health inequalities and share with stakeholders to increase our coherence and impact.	Specific allocated time to develop cross organisational group members and identify specific areas of work. Development of a draft work plan to be considered by Business Executive Team early 2025.	Director for Policy and International Health	March 2025	<p>February 2025 Two priority areas identified – data and an inequalities framework. Discussion with the Executive Team on 22/1/25.</p>
AP 1.7	Evidencing the work required and being actively taken forward to influence policy to reduce health inequity through research and advocacy on the wider determinants of health alongside	Affirm our role as a Policy and advocacy influencer and seek best practice in relation to research associated with organisational priorities.	Director for Policy and International Health	March 2025	<p>February 2024 Work is underway to build our organisational policy advocacy function. Research priorities for Priority 1 being progressed through workshop with Cardiff University. Commissioned research project underway to support delivery of this action.</p>

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	strengthening our policy advocacy role.				
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Risk 2	<p>Risk of: Worsening health outcomes for the population of Wales Due to: misaligned system-wide efforts and leadership and weaknesses in partnership working</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <ol style="list-style-type: none"> 1) Influencing the wider determinants of health [keen] 2) Promoting Mental and Social Well-being [willing] 3) Promoting Healthy Behaviours [willing]
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Risk Owner's Overview Assessment Status
<p>February 2025</p> <p>There is a risk that the specialist public health system in Wales does not work together effectively to address the significant challenge of healthy life expectancy and health inequalities, and that the specialist system if not cohesive and coherent will be unable to provide the leadership needed.</p> <p>Work continues to develop ways of working agreements with Welsh Government, Public Health Wales, Health Boards and Local Authorities to that set out the principles and mechanisms of effective systems and an agreed system population health work plan. Welsh Government is now convening a Prevention Advisory Group to the CMO which mirrors the existing Health Protection Advisory Group. An NHS Health Inequalities Task and Finish Group is being convened. After agreement from the Cabinet Secretary, PHW, Iestyn, Welsh Government and Directors of Education have agreed to work more closely together on joining up approaches to a healthy whole school day, covering both physical and mental health and wellbeing. Work on improving attendance solutions has completed and will be aligning with work on mental health and wellbeing.</p> <p>Work is underway with Directors of Public Health, and some shared priorities and ways of working together have been agreed.</p> <p>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 agreement to reflect the intention of better alignment and partnership working. Further work needs to be undertaken with a range of third sector bodies since WCVA, while an umbrella body, does not speak for the whole third sector. Engaging relevant third sector bodies in work programmes (e.g. Diabetes UK Cymru and Breakthrough T1D for the Tackling Diabetes Together Programme) needs to be undertaken and shared work with the Diabetes sector is underway.</p> <p>Cross reference with risk 5</p> <p>The likely timescale for movement in score is estimated to be March 2026, based on the route map and the need for better system alignment.</p>

Sponsor and Assurance Group	
Executive Sponsor	Jim McManus, National Director of Health and Well-Being Contributors: Claire Birchall, Executive Director of Quality and Nursing Huw George, Deputy Chief Executive and Executive Director of Operations and Finance
Assurance Group	Knowledge Research and Information Committee (remitted from QSIC Dec 2023)

Inherent Risk							
Date	11/05/23	Likelihood:	4	Impact:	4	Score:	16

Risk Score					Risk Decision		Trend
Current Risk			Target Risk			Treat	
Likelihood	Impact	Score	Likelihood	Impact	Score		
4	4	16	3	2	6		

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 key Public Health Wales Execs, the Public Health Directors Leadership Group and Directors of Public Protection for Wales	National Director of Health and Well-being	Minutes presented in the Forum		X			

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SR 2.2	Monthly meeting of the Public Health Directors Leadership Group which now includes key Public Health Wales Directors and monthly 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 Nursing, Quality and Integrated Governance National Director for Health and Well-Being	March 2025	<p>February 2025 Internal meeting held by Executives in January 2025 to discuss refreshed approach to PHW engagement with voluntary organisations. An additional meeting scheduled with the CEO of WCVA in February 2025 to review current approach and ways of working together going forward.</p> <p>December 2024 No further update at present on the generic programme.</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.	Director of Research Data & Digital	March 2025	<p>February 2025 -Action has been transferred to Director of Research, Data & Digital Directorate. This work is ongoing.</p> <p>December 2024 The work associated with the development of a CRM is now being led by the Research Data and Digital Directorate. Propose to transfer executive action owner to Iain Bell Executive Director for further updates.</p>

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AP 2.2	Agreed system wide approach to maximise the effectiveness of the specialist public health system	Development, approval and implementation of ways of working agreements for the specialist Public Health System in Wales.	National Director of Health and Well-being	March 2025	<p>February 2025</p> <p>A way of working agreement has been revised and a list of shared priorities concluded. Progress is being made including on agenda setting. The Peer Group which now includes four PHW Strategic Directors (Health and Wellbeing, Policy and International, DKR and HPSS) meets both formally and informally monthly and we are working together on setting agendas. DPH reps have now been included in three Pan PHW working groups.</p> <p>October 2024</p> <p>Terms of Reference for both the Monthly CMO Leadership Group and PH Leadership Group have now been updated to align with each other, and to include as core members the following PHW Directors: 1) Health and Wellbeing, 2) Data, Knowledge, and Research, 3) Policy and International and 4) Health Protection and Screening Services.</p> <p>A further meeting with DsPH on progress on working together was held in October. A further engagement day was held in November 2024 where we expect to agree a shared forward plan for PH Leadership Group. Directors of Public Health have been engaged individually and collectively in design of the Healthcare Public Health approach as an early shared aspiration. They have also been engaged in the Tackling Diabetes Together Programme where 5 DsPH have now brought forward local demonstration projects to help model the system change needed.</p> <p>The Cross-Directorate Drugs and Alcohol Working Group led by the National Director of Health and Well-being is progressing on track. The action plan and stakeholder mapping have been undertaken and the action plan is being implemented. Further engagement with Directors of Public Health has secured their agreement with our PHW action plan. A population needs assessment is on track for completion by March 2025 and DsPH have nominated peers to join the group to ensure system join up. Liaison with the Criminal Justice systems continue through the teams of the National Directors of Policy and International Health and National Director of HPSS.</p>
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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	March 2025 (June 2024)	<p>February 2025 The work on Shaping Places continues with every PSB engaged and with a programme of skills sessions underway. Additional sessions are being planned for Spring and Summer to help PSBs and PH staff working with them (whether from PHW or UHBs) make practical differences to local working on determinants of health through enabling them to practice and develop system leadership approaches.</p> <p>In addition, we have agreed with Welsh Local Government Association (WLGA) four shared areas where we believe working together can make a tangible difference to health outcomes. These are:</p> <ul style="list-style-type: none"> • Poverty (all ages) • Climate change • Behavioral science • Wider determinants of health (building blocks for health). <p>We have developed a short programme of capability development on each of these by joint sessions where PHW and LA partners can identify capabilities they can each bring to this work to make a measurable impact. The first of these, poverty, will be undertaken in May 2025.</p> <p>Two sessions for registrars across Wales on advocacy skills were undertaken in December 2024 and a first group skills development "co-learning", focused on writing for impact, co-led by consultants, has initiated.</p> <p>The work on coaching and mentoring for consultants in public health in PHW continues, focusing on how to make impact in systems using system leadership styles and behaviours.</p> <p>December 2024 Learning agreements on systems leadership and systems approaches to Determinants of Health have now been signed by all Public Services Boards. Every PSB has nominated a learning partner who will attend training and disseminate and share learning in their PSB. The first two-day event has taken place. Further events are already planned.</p> <p>An event for all PSB Chairs has taken place which shared learning on systems approaches in November 2024</p> <p>The Shaping Places website has now made available a suite of resources for PSBs to support The leadership training for PHW Directors and EDsPH has been concluded with a working together agreement being created.</p> <p>Coaching for Consultants in Public Health is underway and the mentoring for Consultants in Public Health across the system continues to be offered.</p> <p>Planning for shared events between consultants in public health and principals cross-system is underway.</p>
AP 2.6	See action plan for risk 5				