

# Strategic Risk Register

<b>Risk 1</b>	<p><b>Risk of:</b> Widening gap in healthy life expectancy of population of Wales</p> <p><b>Due to:</b> Cumulative effects of socio-economic, environmental and wider public health challenges</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <ol style="list-style-type: none"> <li>1) Influencing the wider determinants of health <b>[Keen]</b></li> <li>3) Promoting Healthy Behaviours <b>[Willing]</b></li> <li>5) Delivering excellent public health services to protect the public and maximise population health outcomes. <b>[Accepting]</b></li> </ol>
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<b>Risk Owner's Overview Assessment Status</b>
<p>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.</p> <p>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.</p>

<b>Sponsor and Assurance Group</b>	
<b>Executive Sponsor</b>	<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>
<b>Assurance Group</b>	<p>Knowledge Research and Information Committee (remitted from QSIC Dec 2023)</p>

<b>Inherent Risk</b>							
<b>Date</b>	11/05/23	<b>Likelihood:</b>	5	<b>Impact:</b>	5	<b>Score:</b>	25

Risk Score					Risk Decision	
Current Risk			Target Risk			Treat
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, 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	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	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		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					
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	X	X	X	

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 2024	<p><b>January 2024</b> 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	October 2024	<p><b>May 2024</b> Work continues to progress on this. The Prevention Based Health and Care Framework was launched on 20<sup>th</sup> May 2024 and the rest of the framework delivery will continue as set out in the IMTP.</p> <p><b>March 2024</b> Work is progressing well on this. Short-term resource to enable development of the priority has been obtained and the programme has been scoped and initiated with stakeholders including a collaborative workshop and this has produced an initial draft for the IMTP and milestones, and the initial work programme on this. Work has</p>

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					<p>also started with Directors of Public Health to jointly shape our approach and framework.</p> <p>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> <p>As yet longer-term resource is subject to budget and finance discussions when we know our allocations.</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 Data, Knowledge and Research	July 2024	<p><b>May 2024</b> Discussions with DCHW continue.</p> <p><b>April 2024</b> Key solution is for all clinical staff to obtain ethnicity at the point of contact. Access to GP data as they routinely collect ethnicity data, however the type of data released is inconsistent. PHW needs access to non-aggregated PII from Primary Care. Possible NHS app can be used for self reporting but this needs to link from primary care data. However it remains unclear if Welsh Government will negotiate increased access to primary care data nor is it confirmed if DHCW will bring this data into the NDR. Engagement continues.</p> <p><b>December 2023</b> Engagement with DHCW continues but progress is taking longer than anticipated. Escalation in progress to reach a resolution.</p>

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<b>Risk 2</b>	<p><b>Risk of:</b> Worsening health outcomes for the population of Wales  <b>Due to:</b> 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"> <li>1) Influencing the wider determinants of health [<b>keen</b>]</li> <li>2) Promoting Mental and Social Well-being [<b>willing</b>]</li> <li>3) Promoting Healthy Behaviours [<b>willing</b>]</li> </ol>
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<b>Risk Owner's Overview Assessment Status</b>
<p>The issue around the specialist public health system in Wales being impacted by the transfer of the Local Public Health Teams to the Health Boards is being addressed through a dedicated work programme which is being computed by PHW and Directors of Public Health. Identifying areas of shared priority and principles of working together has already started. There is dedicated capacity within the team to strengthen this joint working and agenda setting. Work is underway to co-produce a set of joint priorities and then develop a working together agreement which will then be widened to include Welsh Government, Public Health Wales, and Local Authorities to agree the principles and mechanisms of effective systems and an agreed system population health work plan.</p> <p>Ongoing work continues to strengthen 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.</p> <p>Cross reference with risk 5</p>

<b>Sponsor and Assurance Group</b>	
<b>Executive Sponsor</b>	<p>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</p>
<b>Assurance Group</b>	<p>Knowledge Research and Information Committee (remitted from QSIC Dec 2023)</p>

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

Risk Score					Risk Decision	
Current Risk			Target Risk			Treat
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><b>July 2024</b> Work on strategic partnerships through BET to establish key Exec relationship manager. Work with QNAHPS/Health and Well Being to establish firm WCVA partnership.</p> <p><b>December 2023</b> No further dates received following contact. Progression requires input from WCVA so propose to close and review next steps. 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><b>June 2024</b> No change – work ongoing</p> <p><b>March 2024</b> Stakeholder interviews completed by digital User Experience Team and analysis now progressing expected completion end of March 2024.</p> <p><b>December 2023</b> Digital User Experience Team are revising the approach using stakeholder interviews planned for January 2024.</p>

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AP 2.2	<p>Agreed system wide approach to maximise the effectiveness of the specialist public health system following the TUPE transfer of LPHTs to Health Boards</p>	<p>Development, approval and implementation of MOU2 for the specialist Public Health System in Wales</p> <p>Proposal to change this to “Development, approval and implementation of ways of working agreements for the specialist Public Health System in Wales”.</p>	National Director of Health and Well-being	October 2024	<p><b>May 2024</b>  Directors of Public Health and key PHW Directors will be spending two days together in July 2024 developing joint priorities and ways of working. We are co-producing this, and work is progressing well. Out of this we have already refreshed which PHW Directors participate regularly in the Public Health Leadership Peer Group. Because we are co-producing this, we will develop shared plans and deliver this at the time the group needs. We are also currently reviewing MOU1 for inclusion in shared action plans going forward. A “ways of working” agreement will be part of this.</p> <p><b>March 2024</b>  A joint programme of work with the Directors of Public Health has been commenced. The work will focus on identifying mutual and respective shared priorities, identifying strengths and development areas in joint relationships, and building consensus on how we work together. This work is being co-produced with Directors of Public Health and a recently retired DPH has been recruited on a temporary basis to lead this on our behalf. As part of this a determination of what is needed for the MOU2 process will be co-produced with DsPH.</p> <p>We have an agreement to co-produce any future framework, joint arrangements and working plan for shared work between us.</p> <p>In addition, we are engaging DsPH at the earliest possible stage of new</p>
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					<p>programmes. We are doing this currently on Shaping Healthy Places, Healthcare Public Health Framework and Tackling Diabetes Together programmes.</p> <p>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><b>July 2024</b> Successful residential with local PH teams</p> <p><b>December 2023</b> <b>On track.</b> Linked to revised approach in update for AP 2.2. Gap analysis required to identify skills and training requirements.</p>
AP 2.5	Strengthening systems leadership and engagement of Public Services Boards in the wider determinants of Health and Well-being	Shaping Healthy Places for Wales Programme part funded by PHW, and part funded by the Health Foundation for 3 year programme to enable Public Service Boards to address wider determinants	National Director of Health and Wellbeing	March 2024	<p><b>May 2024</b> This programme has now been launched, Public Service Boards have been engaged and recruited and the programme is underway, beginning with the onboarding and initial training in June 2024</p> <p><b>March 2024</b> 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, and the work is underway.</p> <p>In addition to the work progressing in and of itself, this programme will directly contribute to AP2.2 above</p>
AP 2.6	See action plan for risk 5				