	Risk Scoring									Ri	k Action Plan													
	Inherent Risk				Current Risk							T	arge	t Risk										
	+ 1 caca	Risk level	Key Controls	Likelihood	Impact	Risk level	Trend	Risk Decision	Action Plan	Due date	Status of Action	Likelihood	Impact	Risk level	Progress									
		15	Governance Arrangements in place through Programme and Project Board People OD Project Management resources allocated to various change projects Trade Unions briefed and involved in change programmes Organisational change procedure followed for all programmes	4		12		Treat	Period of re-assessment of the controls and action plan to be undertaken		TBC				02/12/21 - Plan reviewed and some projects paused due to resourincg and timing challenges. Change resource and plans to be considered in Q4 to determine structure and arrangements moving forward.									
	5	5 20	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.	3	5	15		Treat	Resourcing plan for April 2022 and beyond fully developed, approved and resources committed (HB) Resourcing plan implemented to ensure appropriate capacity and capability in place (HB)	Revised date to BET - 1 Feb 2022 30/04/2022	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 reosurce redirected from BBU team in the interim	2	2 5	5	5	5	5	5	5	5	5	5	10	19/01/22 update - resourcing plan developed and initial discussion held with Business Execuitve Team with an agreed approach to further consider. Action remains active and on track 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
									Records Retention Guidance to be published to ensure best practice processes are followed (RBW) Programme Board continues to meet according to its terms of reference with bi-monthly reporting to Business Executive Team	31/10/2021 Sei oo oo oo	30/11/2021 19/1/22 - Active and on track, next report to BET due 1 Feb 2022				19/01/22 Update - guidance approived at BET 20 Dec 2021 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									
5	4	. 20	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 coordinators, 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.	5	4	20	*	Treat	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: Opt									

5	4	20	1. Development of digital, data and research strategies for Public Health Wales to take drive forward our needs on this area. 2. Developing our data storage, access and linking as part of the Local Dara Resource and contributing/interacting with DHCW for other data needs in Health Care. 3. Deliver 5 examplar projects that show the power of digital and data to improve Public Health in Wales 4. KRIC to drive forward the development of strategy and delivery to ensure impact	5	4	15		Treat	We have developed 5 exemplar projects which will help us develop the digital and data strtaegy 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
			New Operational Plan with clear priorities. Workforce analysis data and Information. Dashboards. Staff Wellbeing and Engagement Surveys and Action Plans (local and organisational). Staff flu vaccine programme. Organisational Workforce plan to support IMTP and first three years of People Strategy Job families Workforce Mobilisation (COVID)						Development and implementation of workforce plans to support priorities in new OperationalPlan: • Health Protection Response • Population Health Outcomes • Essential Services • Recovery • Enablers	30/11/2020	On track				Update 15/09/2021 - Dedicated resourcing and recruitment team continues to support as per Business Case, induction programme in place to ensure new staff are fully inducted into PHW. Staff absence levels remain consistent, support and training for line managers is in place and our staff continue to be able to access various programmes to facilitate a return to work. Update 4.11.21: workforce planning part of integrated planning process and guidance, People and OD Business Partners will support directorates to develop plans in line with IMTP, focussing on recruitment/resourcing, strategic development needs and anticipated change programmes Update 02.12.21 As per update of 04.11.21,work on track and as part of integrated planning process.
5	4	20		4	4	16		Treat	Development of recommendations to ensure a structured and sustainable approach to funding learning and development	01/04/2022	On track	3	4	12	Update 4.11.21: 2019/2020 paper being revisited in Q4 following submission og workforce plans to agree recommendations to go to BET Update 02.12.21. as per update of 04.11.21 Update 4.11.21: 2019/2020 paper being revisited in Q4 following submission og workforce plans to agree recommendations to go to BET
									Provide P&OD recruitment resource to manage large scale recruitment	31/10/2020	On track in line with POD restructure (including medical workforce)				Update 15.1.21: interim structure in place including dedicated recruitment resource Update: 12/04/21 - There is a dedicated team in place to support resourcing and recruitment Update 4.11.21: POD permanent structure currently being consulted on and will include broader strategic resourcing posts, additional workforce insights resources and specialist medical workforce resource Update 02.12.21 POD restructure consultation closed and implementation ongoing, dedicated and specialist resource in place to support and drive this agenda.
			Appraisal processes for staff, either 'My Contribution' or Consultant Job Plans ESR Records Monthly exec reports are directorate and divisional level Quarterly breakdowns by individual to employing director Exception reporting process in place for directorates with below 90% compliance MYC elearning package live and communicated Structured approach to funding learning and development - deferred until 2021/2022 budgets Professional appraisal and revalidation processes in place, linked through relevant bodies. Learning and Development - Job Plans						Continuous and improved monthly and quarterly reporting to BET collectively and individual directors, with the addition of ESR drop in sessions for the areas with the largest compliance deficit	31/03/2022	Ongoing				Update 4.11.21: compliance continues to drop - have engaged People Business Partners with current data, have offered additional support to HPSS including ESR drop in sessions to bridge reporting gaps. SKills development offer requires appraisal compliance to encourage meetings to be scheduled - pay progression 2022 comms complete but unlikely to trigger action for 9 months Update 02.12.21 As per update of 04.11.21Update 4.11.21: compliance continues to drop - have engaged People Business Partners with current data, have offered additional support to HPSS including ESR drop in sessions to bridge reporting gaps. SKills development offer requires appraisal compliance to encourage meetings to be scheduled - pay progression 2022 comms complete but unlikely to trigger action for 9 months
4	4	16	PDRs both My Contribution and Job Plans	4	3	12	→	Treat	My Contribution e-learning available to all	30/09/2021	Completed	1	3	3	Update 4.11.21: programme live and accessible to all - limited update, comms to be reissued in Feb in line with end of year prep

								My Contribution - Undertake Quality audits (planned)	30/06/2022	Planned - deferred from 2020				Update 4.11.21: quality audit deferred during pandemic but will be completed in Q1 22/23 following end of year appraisals
								Revised management and leadership development programme to include My Contribution training	31 Mar 2022	Completed				Update 4.11.21: Programme live and includes MYC e-learning and drop-in sessions
								P&OD to re-issue guidance and reminder of value of appraisal and also how to input on to ESR.		Completed				
		Quality Improvement Programme Board established Quality Improvement Strategy Implementation Plan Approval of the Integrated Governance model Quality Management Tools PTR Reporting Management Framework Medical Devices Arrangements Health Protection Screening Service Quality Management Systems Statutory & Mandatory training Competency and role based training Regulatory standards Performance Management System (Performance						Completing the org readiness assessment which will be updated to inform capacity and capability building (28/02/22)	30 Nov 2021					Update 20/01/22 - Work ongoing across the organisation to complete by the middle of February
5	i 4	& Assurance Dashboard) Policies & SOP's Workstream leads on WG workstreams	4	4	16	→	Treat	Ongoing updates being received from PHW workstream leads	Ongoing		3	4	12	Update 20/01/22 - Action ongoing and on target
								within the WG workstreams under the implementation of the act (ongoing)						
								Organisational agreement on next steps for implementing Quality as a Business Strategy (28/02/22)	28 Feb 2022					Update 20/01/22 - Quality as a Business Strategy presented to BET and agreed in principle. Further discussions pending with BET on the implementation approach. Target scores and actions confirmed at BET.
								Undertaking a gap analysis on organisational effectiveness of clinical governance arrangements (30/04/22)	30 Apr 2022					Update 20/01/22 - Action ongoing and on target
								Establish a scoping meeting in relation to the requirements of the Duty of Candour on PHW (30/04/22)	30 Apr 2022					Update 20/01/22 - Action ongoing and on target
		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						Approval is awarded annually but currently posts were approved for 2020 and 2021	31/10/2024					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. Update 4/11/21 - Sucessful establishment of SPR training posts. Sucessful 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. Update 25/11/21: • Consultant-level staffing resilience improving in some areas through 2021 - 2 individuals appointed in Swansea team. • Further new SpRscommenced in Swansea and Cardiff in August 2021
		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						Profiling of workforce. i.e. develop novel (Public Health Microbiology) Consultant Clinical Scientist and other novel roles, including clinical BMS and physician associate	30/04/2022	Completed				Update - 24/01/22. Successful recruitment to Physician Associates roles, positive impact still expected by April 2022. 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.

4	4 1	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	Further develop network clinical management (e.g. single on-call for Microbiology)	01/09/2022	Paused	2	2	4 cur late imp Up Augopo	pdate 24/01/22 - Ongoing consideration as part of recovery but delayed by urrent focus on Covid response. Update 7/5/21 - This issue will be reviewed ter in the year as the Department moves back into recovery, when the npact of out of hours requests from Health Boards can be reviewed. pdate 23/08/21 - Further discussion at Directorate Leadership Team on 25 ugust to review progress. Being reviewed as part of the revised HP poerating model for COVID. pdate 4/11/21 - Ongoing consideration as part of recovery but delayed by urrent focus on Covid response.
							Redesign the service i.e. describe and plan for a National Infection Service. Approval of the Business Case submitted to Welsh Government remains key to addressing this risk.	01/09/2022				Mid Dir Up on Int Up pla Up Mid	pdate 24/01/22 - Continued focus on development of workforce plan for licrobiology, subsumed within the new focus of future operating model for irectorate of Health Protection and Screening Services. pdate 6/4/21 - Recruitment to the HP Business Case is underway & work is ngoing to agree and implement the enhanced operating model for tegrated Health Protection. pdate 7/5/21 - Engagement around the enhanced operating model is taking ace with the team pdate 4/11/21 - Continued focus on development of workforce plan for licrobiology, subsumed within the new focus of future operating model for irectorate of Health Protection and Screening Services