



# Update on the Impact of Leaving the European Union

**Executive lead:** Dr Quentin Sandifer, Executive Director of Public Health Services and Medical Director

**Author:** Nathan Jones, Programme Manager

**Approval/Scrutiny route:** Executive Team – 21 May 2019  
Brexit Programme SROs and Project Team

## Purpose

The purpose of this paper is to set out proposals for how Public Health Wales will take forward its Brexit-related activity in light of the decision to extend the UK’s departure date from 12 April to 31 October 2019.

The proposals have been developed following an end-of-phase review. This involved a series of 1:1 interviews, review workshops and an analysis of key programme governance documents.

They are built upon the passion and commitment shown by colleagues across Public Health Wales and the work that was undertaken, both at an organisational and system level, in advance of 12 April 2019.

The proposals were formally approved by the Executive Team on 20 May 2019.

## Recommendation:

APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
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The Board is asked to:

- **Receive assurance** that robust preparatory arrangements are being put in place by Public Health Wales ahead of 31 October 2019.
- **Note** the proposals set out in this paper, which were agreed by the Executive Team on 20 May 2019, for how this work will be taken forward.

**Link to Public Health Wales [Strategic Plan](#)**

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
<b>Strategic Priority/Well-being Objective</b>	Choose an item.
<b>Strategic Priority/Well-being Objective</b>	Choose an item.

**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	No decision is required.
<b>Risk and Assurance</b>	A risk has been included on the Corporate Risk Register in relation to Brexit, which was identified in July 2018. A number of controls and actions have been completed to mitigate this risk. These will be further strengthened with the proposals set out within this paper.
<b>Health and Care Standards</b>	This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes  Governance, Leadership and Accountability Theme 7 - Staff and Resources Choose an item.
<b>Financial implications</b>	N/A
<b>People implications</b>	See section 3.2

## 1. Purpose

The purpose of this paper is to set out proposals for how Public Health Wales will take forward its Brexit-related activity in light of the decision to extend the UK's departure date from 12 April to 31 October 2019.

The proposals have been developed following an end of phase review. This involved a series of 1:1 interviews, review workshops and an analysis of key programme governance documents.

It is proposed that:

- *Ongoing preparatory work is embedded as part of 'business as usual'*
- *A single SRO is appointed to oversee preparatory work as part of revised governance arrangements*
- *A Project Manager is identified (utilising Welsh Government funding) to support our emergency planning, business continuity and health securities work*
- *A 'No-Deal' Activation Plan is developed, to be implemented if required, from September 2019*
- *A 'stock take' is undertaken of Public Health Wales' emergency planning and business continuity arrangements*
- *The detailed recommendations identified as part of this review are implemented in advance of 31 October 2019.*

The proposals were formally approved by the Executive Team on 20 May 2019.

## 2. Background

Public Health Wales established a Brexit Programme, in October 2018, to effectively manage the delivery of the full range of activity being undertaken by the organisation and in support of the wider health and social care. The programme has been delivered through four work streams: emergency planning & business continuity, wider public health impacts, health security and people & resources.

It aimed to ensure that Public Health Wales, and the wider NHS, were operationally prepared, along with helping to shape the longer-term strategic approach to post-Brexit Wales through the publication of the Brexit Health Impact Assessment.

The work has been jointly led by two SROs: Dr Quentin Sandifer and Professor Mark Bellis. They have been supported by dedicated programme management and additional resources from across the organisation. The

programme has been underpinned by a formal plan, risk register and the reporting of progress through regular scheduled updates.

### 3. End-of-Phase Review

Following the decision to extend the UK's departure date to 31 October 2019, it was agreed that an end-of-phase assessment would be undertaken by the Programme, to determine how the remaining, and follow-on actions, could best be completed.

#### 3.1 Approach

The review, which was led by the Programme Manager, aimed to address the following questions:

- 1) *Should the work within the original scope continue to be managed as part of an organisational-level programme, or be taken forward through different arrangements?*
- 2) *What vehicle(s) are most appropriate to take this work forward?*
- 3) *What (remaining) work is required to ensure that Public Health Wales is able to effectively respond to a potential 'no-deal' on 31 October 2019?*

The process involved two sessions to identify key lessons from the first phase of the programme, discussions with key individuals through a series of 1:1 meetings and an analysis of control documents, including the risk register and programme plan.

#### 3.2 Proposals

##### **Proposal 1: Public Health Wales embeds ongoing Brexit-related activity and preparatory work as part of 'business as usual'.**

The review proposes that Public Health Wales continues its Brexit-related activity through a 'business as usual' approach. The work undertaken by the Programme between October 2018 and April 2019 provides strong foundations for this, and it can now most effectively be taken forward by relevant functions.

The specific action that should be undertaken from an **emergency planning/business continuity perspective**, in advance of 31 October 2019, should be set out within a formal work plan. This will build on the work undertaken to date, outstanding actions and the recommendations made through this review.

The **Health Securities** work will continue, in line with the refreshed Welsh Government EU Transition Project governance arrangements. It will focus

on strengthening and developing the assurance, and testing, of the key health security risks previously identified.

A Project Manager will be appointed, utilising additional Welsh Government funding, to support the emergency planning, business continuity and health securities work.

Public Health Wales should seek to embed, where relevant, the work undertaken in relation to the **longer-term impact** of Brexit, within our seven strategic priorities. The Policy Division will facilitate a process as part of the next planning cycle to help support this. They are also developing plans, in partnership with Welsh Government, to undertake health-focused analysis of key policy changes following Brexit.

Public Health Wales will continue to provide **support and advice to staff**, through ongoing support by the People & OD and Communications functions. This will include holding 'drop-in' sessions and providing regular briefings.

### **Proposal 2: Revised Governance Arrangements**

Public Health Wales should discharge the oversight of Brexit-related activity through an Executive Team member acting as the organisation's single Senior Responsible Officer (SRO).

It is proposed that the SRO should be the Executive Director of Public Health Services, who will also represent Public Health Wales on the EU Transition Group's SRO Sub-Group.

The SRO will convene representatives from each of the key areas of work on a monthly basis, to monitor progress. This will be based upon formal plans for each key area. In addition, a 'no-deal' activation plan will also be developed (see proposal 3).

Progress will be formally reported to the Executive Team on a monthly basis and to the Audit and Governance Committee on a frequency agreed with the Chair.

Responsibility for the EU Transition Project Health Securities Sub-Group will be assumed by the Deputy Director of Public Health Services.

### **Proposal 3: Development of 'No-Deal' Activation Plan**

It is proposed that an Activation Plan is developed, should Public Health Wales need to formally trigger the implementation of its 'no-deal' preparedness. This will be complementary and aligned to our formal Emergency Planning and Business Continuity Plans.

The Plan will consist of three key phases: planning (June – September), shadow response (September – mid October) and ‘response’ (mid-October onwards). *NB: ‘response’ in this context relates to Public Health Wales’ organisational response to Brexit. Should a public health emergency occur, the organisation would invoke its Emergency Response arrangements.*

The Activation Plan will also include detail on the mobilisation of additional resources that would be required to implement these arrangements effectively if required.

#### **Proposal 4: Emergency Planning/Business Continuity Stock-Take.**

It is proposed that a ‘stock take’ is undertaken to help us further develop and strengthen our emergency planning and business continuity arrangements within Public Health Wales.

Brexit preparations have allowed us to test, and informally assess, our emergency planning and business continuity arrangements. This has shown the significant progress made in recent years in relation to developing these arrangements, but also highlighted further work to ensure that they are as efficient and effective as possible.

Therefore, the ‘stock take’ should consider how we:

- *discharge our responsibilities, as a category 1 responder, as part of the wider civil contingencies system (e.g. Local Resilience Forum)*
- *strengthen, embed and systematise our emergency planning arrangements and responsibilities across Public Health Wales*
- *ensure our core emergency planning/business continuity functions are best able to discharge their responsibilities.*

A Terms of Reference for the ‘stock take’ will be developed and formally agreed in June 2019.

The developments to help strengthen and improve our emergency planning arrangements set out within this paper, will continue in parallel with this work and will shape the longer term work plan for this area.

#### **Proposal 5: Implementation of Specific Recommendations.**

It is proposed that the recommendations identified through the review process should be taken forward as part of the planning for 31 October 2019. These will inform the plans developed for each area.

## **4. Recommendation**

The Board is asked to:

- **Receive assurance** that robust preparatory arrangements are being put in place by Public Health Wales ahead of 31 October 2019.
- **Note** the proposals set out in this paper, which were agreed by the Executive Team on 20 May 2019, for how this work will be taken forward.

Following approval from the Executive Team, the implementation of these proposals will be overseen by the existing Programme Manager and managed by the newly appointed Project Manager.

It is intended that the arrangements will be in place by end June 2019.