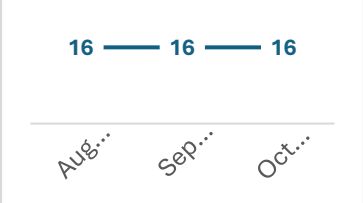


Risk Reference and Link to Strategic Priority	Risk Description			
<p>SRR 5</p> <p>Strategic Priority</p> <p><i>“Enabler Risk and incorporates all Strategic Priorities.”</i></p>	<p>There is a risk that: we fail to fully exploit digital and data fully to improve public health in Wales.</p> <p>Caused by:</p> <ol style="list-style-type: none"> 1. capacity and capability within PHW and external partners. 2. lack of digital and data literacy within PHW as a whole 3. lack of business change capability across Public Health Wales <p>Resulting in:</p> <p>Poorer public health outcomes for the people of Wales</p>			
<p>Executive Director Sponsor</p>	<p>Director of Knowledge and Research</p>			
<p>Assuring Committee</p>	<p>Knowledge, Research and Information Committee</p>			
Trend	Current Position of Risk Including Risk Appetite and Risk Decision	Position Statement – Executive Director Update		
 <p>Current Score = 16 Target Score = 6 Risk Appetite Level Applied = Willing, therefore, within tolerance level.</p>	<table border="1" data-bbox="465 882 1370 962"> <tr> <td style="background-color: #90EE90;">Willing</td> <td>PHW is eager to be innovative and take on a high level of risk, but only in the right circumstance.</td> </tr> </table>	Willing	PHW is eager to be innovative and take on a high level of risk, but only in the right circumstance.	<p>The nature of this risk has recently changed from reluctance to put forward digital initiatives to an appetite within the organisation for more in this area as reflected in the IMTP. This has moved our mitigations into managing the capability and capacity.</p> <p>The current digital and data portfolio is deliverable within our existing capability and capacity although this is a stretch given the level of change maturity within business areas.</p> <p>There is concern that additional demands risk destabilising delivery and could render the portfolio</p>
Willing	PHW is eager to be innovative and take on a high level of risk, but only in the right circumstance.			

		undeliverable. Managing the scale of change is difficult due to constraints in technical expertise, limited availability of senior management, and inconsistent levels of change management maturity across different business areas. These factors collectively increase the complexity and vulnerabilities of delivering initiatives.
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Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance			
C1: capacity and capability within PHW and external partners.			
Control Reference	Internal Control	Internal Sources of Assurance	How/When is it monitored?
C1.1	Digital and Data Strategy and Routemap implemented.	D&D Portfolio – Monthly Delivery Confidence Assessment. Quarterly Assurance papers to BET/KRIC	DDDA Digital & Data Portfolio AIDA Change Board BET Board
C1.2	Integration of genomics into our digital and data strategy and delivery routemap has begun.	D&D Portfolio – Monthly Delivery Confidence Assessment. Quarterly Assurance papers to BET/KRIC	DDDA AIDA Digital & Data Portfolio Change Board BET Board

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C2: lack of digital and data literacy within PHW as a whole			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C2.1	Migration of our data and analysis to the Cloud is being piloted with a view to a full migration of all our analytical resource to the NDR by December 2026	Assurance and Progress reporting	DARC Programme Board Analysis Project Board Data project board
C2.2	Small data science team created and beginning to increase the analytical capability with work now carried out on new tools.	Assurance and Progress reporting	AIDA DARC Programme Board Analysis Project Board
C2.3	R, Python and Power BI established as tools of choice for most new analysis	Assurance reporting	DARC Programme Board DSAB
C2.4	Strategic Workforce Plan agreed	Assurance reporting	BET

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C3: lack of business change capability across Public Health Wales			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C3.1	Aligning Digital and Data Portfolio with Strategic Change Portfolio reporting to ensure: One version of the Truth Confirmation of change required Capacity for change identified at an earlier point.	D&D Portfolio – Monthly Delivery Confidence Assessment. Quarterly Assurance papers to BET/KRIC	DDDA Digital & Data Portfolio AIDA Change Board BET Board

Gaps in Assurance / Action Plans for the cause C1 capacity and capability within PHW and external partners.						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP1.1	Create DDaT Job Families and roll out across PHW.	Recruiting the right level of skill to the right roles.	Will bring in a greater talent pool to improve the capability of the existing workforce.	Head of Data Science & Analysis Head of Digital Services	30/06/2027	<p>October 2025 Validation of data job family competency framework due to be complete by end October. Competency framework will then go to DDDA for approval.</p> <p>August 2025 Commenced validation of data job family competency framework.</p> <p>July 2025 Cloud workstream of the DARC Programme tasked to identify cloud-related skills and capabilities required to support our move into the cloud and identify learning pathways to support skills growth.</p>
AP1.2 & AP2.2	Increase technical skill capability into PHW as a result of additional investment.	Successful recruitment of Cloud Engineers, Data Engineers, Developers, Cyber Specialists, Technical Project Managers funded by PHW investment.	Create capacity and depth of skill to meet deliverables of IMTP/BAU requirements.	Governance & General Manager - RDDD	31/12/2025	<p>October 2025 Recruitment continues. Successfully appointed Lead Cloud Architect, Principal Data Engineer, Business Analyst, Senior Cyber Security Engineer, Delivery Manager/Scrum Master. Further work continues with workforce planning and apprenticeship opportunities.</p> <p>August 2025 Recruitment is ongoing across RDDD. Delays are expected due to a</p>

Gaps in Assurance / Action Plans for the cause C1 capacity and capability within PHW and external partners.						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						<p>significant A/L time and availability of candidates. Data engineer posts are being shortlisted with an aim of interviews and appointments before September</p> <p>July 2025 Recruitment is ongoing for: Data Engineers x 2 Business Analyst Lead Cloud Architect Cyber Security x 2 Systems Architect Lead Developer</p>
AP1.3	Engage technical agency resource to bridge the gap between recurrent resource commencing in post. This is funded using slippage from investment funding only.	Deliverable are progressing using agency provision. Pay budget balances	Use of agency resource will enable key programmes of work to commence/continue whilst recruitment is ongoing.	Governance & General Manager - RDDD	31/08/2025	<p>October 2025 Successfully recruited to Lead Cloud Architect and Principal Data Engineer. Agency support continues until roles start in PHW to avoid disruption in service delivery. However, the agency data engineer has had to leave suddenly, and the permanent recruit will not be in post until January. We will explore agency support to bridge this additional gap.</p> <p>August 2025 Technical resource has bridged the gap, however with the exception of 2 roles will all end on 31/08/2025.</p>

Gaps in Assurance / Action Plans for the cause C1 capacity and capability within PHW and external partners.						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						<p>Exceptions are Lead Cloud Architect and Principal Data Engineer.</p> <p>July 2025</p> <p>Agency resource in place until Aug 2025. There may be a gap from temp resource to permanent resource due to funding from slippage only.</p>
AP1.4	To develop a strategic platform for analytical data processing and a strategic toolset for analysing our data and commenced the training of staff to utilise the strategic toolset.	New platform is in use and staff can utilise the full toolkit.	This will enable more efficient working, and staff will have the fundamental skills to use tools that are available.	Head of Data Science & Analysis	30/06/2026	<p>October 2025</p> <p>The tier 1 Data, Analysis, Registers and Cloud (DARC) Programme, of which a significant part is the migration of our analysis into the Google Cloud Platform (GCP) was assigned a RAG status amber-red at the Programme Board in September. This was due to the lack of a written overall plan for DARC, and unknown dependencies on the Digital health Protection Programme (DHPP). Good progress has been made of both of these, and we expect to return to amber at the October Board. The first bulk migration of data into the GCP should take place in this quarter. The DARC Programme includes a people workstream, who's role is to understand changing roles and responsibilities in the Programme, and when it becomes BAU, and to</p>

Gaps in Assurance / Action Plans for the cause C1 capacity and capability within PHW and external partners.						
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						<p>ensure sufficient, appropriate training and guidance for staff moving into the new environment.</p> <p>August 2025 DARC programme cross-PHW engagement is progressing, to build the roadmap for migration into NDAP. Initial set up of the environment on NDAP is complete. Data mapping, a pre-requisite, has commenced.</p> <p>July 2025 The DARC Programme is now well-established and has responsibility for migrating analysis into our strategic Google Cloud Platform. Cross-organisational engagement has been initiated, emerging priorities identified, and work is underway to support the migration, including the development of guidance and signposting training.</p>
AP1.5	Enhance our capability in creating projections for diseases and conditions, whilst ensuring that the limitations of	NHS planning processes are informed, and policies are developed to allow for changes as identified in outputs.	This will both assist with NHS planning and make the case for system and policy interventions to change course where appropriate.	Head of Data Science & Analysis	31/03/2027	<p>October 2025 October 2025: scoping work for MSK paper has been initiated. This is the last paper in our current series of projections papers.</p> <p>August 2025</p>

Gaps in Assurance / Action Plans for the cause C1 capacity and capability within PHW and external partners.						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
	projections are understood by users.					<p>Article on cancer projections due for publication in September.</p> <p>July 2025 A series of articles presenting our projections have been published, with more to come over the coming months. The latest publication was on respiratory disease in June 2025.</p>
AP1.6	Establish a Digital, Data and Technology Profession Capability Framework.	Successful recruitment and development pathways for DDaT professions is in place.	This will encourage and embed the technical specialities within both PHW and the NHS and bring talent / skills into the organisation.	Head of Data Science & Analysis Head of Digital Services	30/06/2027	<p>October 2025 Validation of data job family competency framework due to be complete by end October. Competency framework will then go to DDDA for approval.</p> <p>August 2025 Commenced validation of data job family competency framework. POD have supported the descriptions for DDaT professions and wish to have similar competency sets for other areas such as research and evaluation before formalising. In the meantime, more roles are using the SFIA competencies or the Welsh interpretation of those. PHW is working with DHCW and other NHS Wales bodies to develop approved</p>

Gaps in Assurance / Action Plans for the cause C1 capacity and capability within PHW and external partners.						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						<p>job descriptions for many areas. As an example, the Advanced Data Engineer role currently being recruited uses the working/practitioner/advanced/expert classifications for all base skills needed.</p> <p>July 2025</p> <p>We have commenced using professional competency frameworks to improve our job descriptions for DDAT recruitment. It is proving challenging to have these approved at job evaluation panels, due to the novel nature of the requirements for PHW. This has meant our recruitment activity has been slower than anticipated.</p>
AP1.7	Deliver the automation roadmap.	Roadmap developed and shared with the organisation so there are clear expectations known.	This will provide the organisation with clarity on what can be expected, by when and by whom.	Head of Data	01/02/2026	<p>October 2025</p> <p>We have successfully appointed a new principal data engineer who will begin the role on 5 Jan 2026. We are currently in a second round of hiring for 2 further data engineers. Until these roles are filled, the remaining data engineer is focussed on delivering the data documentation for the DARC programme. Target date changed due to delay in recruitment.</p>

Gaps in Assurance / Action Plans for the cause C1 capacity and capability within PHW and external partners.						
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						<p>August 2025 – On hold, data engineers are currently delivering action C2.1</p> <p>July 2025 A list of tasks being automated and waiting to be automated is being drafted. However, the primary focus for data engineers at present is working on the DARC data documentation and data transfer.</p>
AP1.8	Deliver Phase 1 of the AI Programme.	PHW staff know which products to use follow guidance to ensure compliance with good practice for safe, legal and ethical adoption of AI	This will provide clear guidance and safe use of PHW approved AI products.	Head of Data Science & Analysis	31/03/2027	<p>October 2025 A workshop on AI opportunities is planned for the autumn. An AI register proposal is being developed, which will record AI activity in PHW.</p> <p>August 2025 AIDA is up and running. Next step is some planning of the next phases, likely to cover further guidance and support.</p> <p>July 2025 Guidance on the use of Generative AI, to improve productivity at PHW, has been drafted, and awaits final sign off at the AI Design Authority. The next step is to agree what suitable assurance for research and development AI collaborations should look like.</p>

Gaps in Assurance / Action Plans for the cause C1 capacity and capability within PHW and external partners.						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP1.9	Treat Corporate Risk 1780 There is a risk that PHW are unable to deliver our digital agenda due to dependencies on national programmes, DHCW and Welsh Government.	Programmes/activities that have a significant dependency on DHCW remain on track, or early warning if breaches are identified.	Clarity is needed on the role of WG and DHCW and that to be cleared documented. Representation has been strengthened and there is commitment to be more aligned, however it remains a gap which may result in under delivery.	Head of Digital Services	31/12/2026	<p>October 2025 Ongoing meetings between DHCW and PHW teams to ensure national programmes are on track – key areas of focus have included Cloud, Data and LIMS2.</p> <p>August 2025 No further update this month</p> <p>July 2025 Welsh Government have now shared the governance of DDaT, providing a level of clarity. Communication with our partners to further establish their position in terms of prioritisation / resource/agenda/governance. Escalation process in place within the partner organisations and digital directors. Strengthened our representation at National Programme boards - includes PHW representation at NDR prioritisation board. Early identification has been completed to identify dependencies on DHCW and WG.</p>
AP1.10	Realise opportunities to create more senior management bandwidth.	Specified programmes of work are delivered in line with expectation.	Identifying, sourcing & maximising additional funding where possible will build both capacity	Governance & General Manager RDDD / Head of	March 2027	<p>October 2025 New action added to build senior management capacity and capability within funding/investment</p>

Gaps in Assurance / Action Plans for the cause C1 capacity and capability within PHW and external partners.						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
			and capability to meet demands. Sufficient senior management available and utilised to meet organisational change / programme demand capacity.	Operations & General Manager HWB		opportunities. Working with Health & Well Being Directorate to understand potential opportunities.

Gaps in Assurance / Action Plans for the cause C2 lack of digital and data literacy within PHW as a whole						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP2.1	To establish parameters for the efficient and safe use of AI tools across PHW. Providing 'How to' guidance for staff to follow to ensure best practice compliance.	Lack of data breaches reported using approved AI Tools. Efficiencies in time and quality being realised.	PHW will have clear parameters to work to, which should reduce the poor compliance/use of AI capability.	Head of Data Science & Analysis	Check IMTP deliverable	October 2025 Generative AI guidance to be circulated for internal consultation in October. Further work on other guidance is progressing through the AI Design Authority. Proof of concept for an AI register to be presented at October's AI Design Authority. August 2025

Gaps in Assurance / Action Plans for the cause C2 lack of digital and data literacy within PHW as a whole						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						<p>AIDA is collating guidance from trusted sources to share with staff. Generative AI guidance will go to AIDA for approval in September. July 2025</p> <p>Guidance on the use of Generative AI has been drafted. Once it has been through the approvals process, it will be published on the intranet so that it is available for all staff.</p>
AP2.2	See AP1.2					
AP2.3	Digital & Data processes are documented in line with standards.	New processes will be documented at the point of release as a reference tool for the organisation. This will drive consistency of process and maintain compliance.	There is a formal standard process to follow. This will build confidence and skill for users to be able to follow an approved organisational approach.	Head of Data	30/09/2026	<p>October 2025</p> <p>Formal documentation now nearly completed for data science and analysis team. CDSC should complete documentation by the end of October. We are iterating the documentation as necessary to ensure that we capture all of the relevant information about each data set. The</p>

Gaps in Assurance / Action Plans for the cause C2 lack of digital and data literacy within PHW as a whole

Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						<p>DDDA has approved our acquisition of Microsoft Purview as a data catalogue, and we are collaborating with DHCW to get access to it as soon as possible.</p> <p>August 2025</p> <p>The first data sets have been mapped with the new data templates, and there is progress in mapping both the OCAT and CDSC areas. In parallel, teams have considered a variety of data cataloguing tools in collaboration with the NDR data work, and are preparing a paper for Data project board, DARC and DDDA to recommend purchase of licenses and implementation of an automated system to support this manual process.</p> <p>July 2025</p>

Gaps in Assurance / Action Plans for the cause C2 lack of digital and data literacy within PHW as a whole						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						A single manual form has been introduced by data and information governance, which Information Asset Owners will fill out. A further, more detailed technical document to capture the required information for data in has been shared with data owners in OCAT and CDSC. In parallel with this work, PHW has signed up to Google Data Plex as the national catalogue system for Wales and is developing a paper on how to bring that software to automate our own data cataloguing work.
AP2.4	Build a Digital and Data Apprenticeship pathway from entry level to degree level	An established career pathway within PHW and partners to 'build and develop' technical capability.	Bring opportunities to school leavers that are non-traditional NHS roles. Established pathways for PHW to be an employer of choice for technical specialities.	Governance & General Manager - RDDD	31/12/2026	October 2025 Successful in achieving funding for a Level 4 Apprentice in User Centred Design commencing in November 2025.

Gaps in Assurance / Action Plans for the cause C2 lack of digital and data literacy within PHW as a whole						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						<p>Development of a more established pathway remains in scoping/design.</p> <p>August 2025 Outline plan submitted to POD.</p> <p>July 2025 Initial scoping meeting set for September 2025.</p>
AP2.5	To develop and deliver more modelling tools including scenario modelling, screening demand, modelling impact of interventions.	Outputs will be shared with stakeholders to develop policies and plans will reflect the modelling outputs.	Improved decision making and policy development that will benefit stakeholders/users and the population of Wales.	Principal Data Scientist	31/03/2027	<p>October 2025 The project is close to delivering its final MVP, with clinically reviewed data and a refined, reusable code pipeline. Next steps include completing documentation, sharing code on GitHub, and beginning analysis once NSW data is available.</p> <p>August 2025 A cohort within SAIL has been identified and BMI records analysed. Work on identifying comorbidities is</p>

Gaps in Assurance / Action Plans for the cause C2 lack of digital and data literacy within PHW as a whole						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						<p>progressing, alongside ongoing assessment of data quality and recording patterns in GP records.</p> <p>July 2025 The obesity drug modelling project is about to begin on the SAIL database, focusing on primary care data analysis, comparison with surveys, and modelling of care and rollout scenarios with the working group. A potential project on smoking scenarios is also under consideration following a request from CMO</p>
AP2.6	Maximise the use of M365 tools and/or automation to support internal efficiencies, process improvements and data capture.	DDDA and AIDA sighted on new software being proposed for purchase and assess against current in house paid tools. AIDA will be sighted on AI and Automative tools. Both	Utilising and realising the use of M365 suite of tools that are available as part of the tenancy, to drive efficiency and collaboration across the organisation without	Head of Digital Services / Head of Data	31/03/2027	October 2025 Added as a new action

Gaps in Assurance / Action Plans for the cause C2 lack of digital and data literacy within PHW as a whole						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
		will be able to drive embed controls. Training for staff on using M365 products from DHCW being promoted.	incurring additional expense.			

Gaps in Assurance / Action Plans for the cause C3 lack of business change capability across Public Health Wales						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP3.1	Recruit Portfolio Lead (with designated additional investment)	Successful recruitment.	Role will be the interface between innovation, service delivery, and policy, ensuring programmes are aligned with national and organisational priorities, to meet assurance requirements, and deliver value.	Governance & General Manager - RDDD	31/12/2025 Completed.	October 2025 Portfolio Lead for Digital & Data and Portfolio Lead for DHPP started in PHW. Action can be closed. August 2025 Portfolio Lead appointed with an expected start date of end September 2025. July 2025 Interviews set for July 2025.
AP3.2	Manage the change to new supporting digital systems for new cancer data sources. New wording	Successfully managing the change to new digital systems, bringing access to new cancer data sources.	Improve the efficiency and timeliness of receiving and processing cancer data. Improve the timeliness of	Public Health Consultant WCISU	31/03/2027	October 2025 August 2025 No further action to date, WCDS and automation

Gaps in Assurance / Action Plans for the cause C3 lack of business change capability across Public Health Wales						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
	In order to allow statutory population-based cancer registration to continue - manage the change to adapting the existing cancer registration digital system to intake and process new cancer data sources, especially the critical WCDS electronic patient record data. Manage the risk of poor data quality of WCDS.	New Wording Successfully managing the change to new adaptations to the existing cancer registration digital system, bringing access to new WCDS and cancer data sources. Also, successfully managing and mitigating the risk that the new WCDS has poor data quality.	sharing our data outputs with our partners. New Wording By bringing access to the WCDS critical data source and other cancer data sources, thus allowing statutory cancer registration to continue. By managing and mitigating the risk of WCDS poor data quality to allow statutory cancer registration to continue to an acceptable standard and timeliness.			efficiencies under review until we start to see and process more of the data. July 2025 New data source recently introduced Wales Cancer Dataset (WCDS - Canisc replacement) – increased automated processes used within this data flow for new registrations.
AP3.3	Commence the implementation of Clinical and Digital Safety Standards.	No harm caused as an outcome of new processes being implemented.	All new processes will have been assessed against clinical and digital safety standards to avoid harm as part of the change process. Gaps in assurance will be identified early and mitigations implemented.	Public Health Consultant / Head of Digital Services / Digital Clinical Safety Officer	31/03/2027	October 2025 CDSO has prepared documents and has presented on her role at several forums within PHW. CDSO is inputting to new digital programmes, with focus on highest profile programmes as per prioritisation by digital and executive director. CDSO providing responsive advice to other areas

Gaps in Assurance / Action Plans for the cause C3 lack of business change capability across Public Health Wales

Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						<p>according to capacity. Current progress being made around governance with discussion involving executive director of RDDD and colleagues in NQIG.</p> <p>August 2025 CDSO has begun integrating Digital Clinical Safety processes into Digital Services and delivered awareness sessions in RDD Directorate and at the Nursing Senedd Forum with plans to extend across the organization to enhance understanding and engagement</p> <p>July 2025 Clinical Digital Safety Officer (CDSO) appointed January 2025.</p>

Gaps in Assurance / Action Plans for the cause C3 lack of business change capability across Public Health Wales						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						CDSO work prioritised to focus on new processes whilst balancing resource capacity constraints.
AP3.4	Implement the required actions as detailed under SRR2					See SRR2 Updates.
AP3.5	Each programme to ensure change management had specific and designated funding to meet the requirements.	The programme will be implemented. The changes will have been managed well to ensure that staff, processes, resources are embedded and aligned to organisational deliverables.	Recognition that each programme changes are funded to support staff to embed the new way/different ways of working.	Programme / Change Managers	31/03/2026	October 2025 August 2025 – No update provided. July 2025 Strategy & Planning (PMO) have developed Project and Programme Management standards (will be formally launched in September 2025) and are currently working with the Tier 1 & 2 programme managers to align practices and processes in each of the programmes to the standards.
AP3.6	Recruit a Programme/Change	All programmes will have a change plan that considers the impacts of change and	This will provide dedicated resource to ensure that change is recognised,	Strategic Programme Lead	30/09/2025 Completed & Closed	October 2025 Programme Manager for DARC programme

Gaps in Assurance / Action Plans for the cause C3 lack of business change capability across Public Health Wales						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
	Manager for the DARC programme.	associated risks are mitigated. Programmes are implemented on budget and on time.	financed and planned for which will help Staff embed any changes needed.			recruited and in post. Action Closed. August 2025 A PMO Programme Manager is now in post and was assigned to the DARC programme on 01/08/25