

Risk Identifier					Risk Description	Risk Action Plan							
Risk ID	Domain	Date	Lead Executive	Directorate (if applicable)	Risk Description (There is a risk that...)	Risk Decision	Action Plan	Due date	Status of Action	Target Risk			Progress
										Likelihood	Impact	Risk level	
201			Director of People and Organisational Development		There is a risk that we will fail to make necessary organisational changes required to achieve public health impact and organisational objectives.	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 resourcing and timing challenges. Change resource and plans to be considered in Q4 to determine structure and arrangements moving forward.
202		17/09/2021	Board Secretary and Head of Board Business Unit	Corporate/Board Business	There is a risk that that we will fail to be sufficiently prepared to meet the requirements of a public enquiry.	Treat	1. Resourcing plan for April 2022 and beyond fully developed, approved and resources committed (HB)	Jan 2022 (plan submission Dec 2021)	17/12/21 Update - Active, on track.	2	5	10	19.12.21 update - resourcing plan developed and initial discussion held with Business Executive Team with an agreed approach to further consider. Action remains active and on track
							2. Resourcing plan implemented to ensure appropriate capacity and capability in place (HB)	30/04/2022	17/12/21 Update - Implementation dependent on approval of resourcing plan				17.12.21 update - action remains active and on track and is subject to progress of the above action. Resourcing paper due to BET 6.1.22
							3. Records Retention Guidance to be published to ensure best practice processes are followed	31/10/2021	30/11/2021				17.12.21 Update - guidance on BET agenda for 20.12.21, if approved action can be closed
							4. Programme Board continues to meet according to its terms of reference with bi-monthly reporting to Business Executive Team	Ongoing	17/12/21 - Active and on track, next report to BET due 16 Jan 2022				17.12.21 update - action remains active and on track. Next Programme Board scheduled for January 2022. Last report made to Business Executive Team on the 16 November 2021, next report due 6 Jan 2022
203	Organisational Objectives	02/11/2018	Executive Director for Health Protection and Screening Services	Health Protection and Screening Services	DESW is unable to provide an accurate and quality-assured programme to the diabetic population of Wales, and to transform the service to provide quality-assured programme for the increasing diabetic population.	Treat	Work with partners to increase the number of clinic locations and increase capacity for screening. Implement IT systems upgrade to improve efficiency	31/10/2020					<p><b>Update 23/08/21</b> - Ongoing discussion with Health Boards to restore venues available for DESW. On going work to improve uptake. DESW to consider undertaking a deep dive to establish an improvement action plan. Consider transferring risk to the Directorate.</p> <p><b>Update 03/11/21</b> - 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</p> <p><b>Update 26/11/21</b>- 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.</p>

204			Director of Knowledge & Research		There is a risk that we will fail to exploit data to inform and direct public health action and interventions	Treat	We have developed 5 exemplar projects which will help us develop the digital and data strategy and research and evaluation strategy. These 5 projects are 1) To have all our data accessible through one place, 2) to develop a winterview 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
205	Service Interruption	17/03/2020	Director of People and Organisational Development	Corporate	Risk that we won't recruit, develop and retain a diverse workforce that is representative of the communities we serve, with the right skills, in the right numbers, deployed in the right place at the right time,	Treat	Development and implementation of workforce plans to support priorities in new Operational Plan: <ul style="list-style-type: none"> <li>Health Protection Response</li> <li>Population Health Outcomes</li> <li>Essential Services</li> <li>Recovery</li> <li>Enablers</li> </ul>	30/11/2020	On track		3	4	12	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.
						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 of 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 of workforce plans to agree recommendations to go to BET
						Treat	Provide P&OD recruitment resource to manage large scale recruitment	31/10/2020	On track in line with POD restructure (including medical workforce)		3	4	12	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.
206	Safety / Legislative	17/07/2015	Director of People and Organisational Development	Workforce and Organisational Development Directorate Wide	Risk that individual and team performance and development is not aligned with the organisation's strategic and operational priorities,	Treat	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  My Contribution e-learning available to all	31/03/2022  30/09/2021	Ongoing  Completed		1	3	3	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 04.11.21 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 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					
207	Quality	04/10/2021	Executive Director Quality, Nursing and Allied Health Professionals	Corporate	There is a risk that Public Health Wales will fail to implement an effective quality management system which reflects the requirements of the Quality and Engagement Act.	Treat	Period of re-assessment of the controls and action plan to be undertaken	30 Nov 2021					Update: 03/11/2021 - Meeting to be arranged with key internal stakeholders to consider assessment on innovation, quality and improvement. Update 29/11/21 - Risk re-articulated and controls confirmed . Further discussion now required at BET to agree the target score and the actions required
208	Safety / Continuity / Staffing	16/01/2017	Executive Director for Health Protection and Screening Services	Health Protection and Screening Services (Microbiology)	Health Protection and Screening Services will fail to recruit and retain sufficient medical microbiologists to be able to run an optimal and safe Microbiology service across the network, particularly in North Wales.	Treat	Approval is awarded annually but currently posts were approved for 2020 and 2021	31/10/2024					Update 4/11/21 - Successful establishment of SPR training posts. Successful 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: <ul style="list-style-type: none"> <li>Consultant-level staffing resilience improving in some areas through 2021 - 2 individuals appointed in Swansea team.</li> <li>Further new SpRscommenced in Swansea and Cardiff in August 2021</li> <li>Consultant staff resource decreased in N Wales due to decreased hours for 1 substantive and 1 bank consultant.</li> <li>Clinical BMS role established - 7 individuals in post (1 N Wales)</li> <li>Further development and expansion of Physician Associate workforce (4 in Swansea, 2 in Cardiff, 2 in North Wales)</li> </ul> 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.
							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				
							Further develop network clinical management (e.g. single on-call for Microbiology)	01/09/2022	Paused	2	2	4	Update 7/5/21 - This issue will be reviewed later in the year as the Department moves back into recovery, when the impact of out of hours requests from Health Boards can be reviewed. Update 23/08/21 - Further discussion at Directorate Leadership Team on 25 August to review progress. Being reviewed as part of the revised HP operating model for COVID. Update 4/11/21 - Ongoing consideration as part of recovery but delayed by current focus on Covid response.
							Redesign the service i.e. describe and plan for a National Infection Service.	01/09/2022					Update 6/4/21 - Recruitment to the HP Business Case is underway & work is ongoing to agree and implement the enhanced operating model for

						Approval of the Business Case submitted to Welsh Government remains key to addressing this risk.						Integrated Health Protection. <b>Update 7/5/21</b> - Engagement around the enhanced operating model is taking place with the team <b>Update 4/11/21</b> - Continued focus on development of workforce plan for Microbiology, subsumed within the new focus of future operating model for Directorate of Health Protection and Screening Services
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