

												<p>Quality Standards: Quality infrastructure clearly aligned to Quality Standards 2023</p> <p>31/03/2024</p> <p>Update 21/02/24: Work is underway by the quality oversight steering group and the BBU to determine reporting of subgroups and QOG to QSIC. Refreshed performance reporting in development and testing through the Planning and Performance Team, aligned to DoQ.</p> <p>Update 26/01/24: Work is ongoing between CG / quality oversight steering group and the BBU to determine reporting structures for the CG Framework. The deadline has been extended to March 2024 by BET (via IMTP reporting). Refreshed performance reporting in development and testing through the Planning and Performance Team, aligned to DoQ.</p>	2 Unlikely	3 Moderate	6
												<p>Quality Standards: Routinely monitored, system-wide understanding of what good quality looks like for the broad range of services.</p> <p>31/03/2024</p> <p>Update 21/02/24: Initial metrics to be reported for the quality standards (KLOE) developed and a process for self-assessment and peer review with reporting via Governance structures. Refreshed performance reporting in development and testing through the Planning and Performance Team, aligned to DoQ.</p> <p>Update 26/01/24: Further discussions ongoing regarding the metrics to be reported for the quality standards (KLOE) and reporting via Governance structures. This will be done as part of the governance review and clinical governance operational plan. The deadline has been extended to March 2024 by BET (via IMTP reporting). Refreshed performance reporting in development and testing through the Planning and Performance Team, aligned to DoQ.</p>			
												<p>Quality Management System (General) - Quality Management System road map agreed and implementing</p> <p>30/09/2024</p> <p>Update 21/02/24: Joint ET/ALT meeting on 5 February reviewed progress to date and used QMS to review 2 case studies. Agreed that ET would take the QMS methodology forward and discuss opportunities to utilise in BET meetings/review of the IMTP.</p> <p>Update 26/01/24: One workshop is scheduled for January/February to further iterate the PHW Meso maps focusing on service users and products & services for each sub-system. A joint ET/ALT meeting on 5 February will review progress to date and agree next steps.</p>			
												<p>Governance and accountability structures - Board are assured that DoQ is being considered across system</p> <p>31/03/2024</p> <p>Update 21/02/24: The plan is to pilot a Governance Hub from April 2024 where the duty of quality will be applied to all workstreams of the organisation. Initial discussions have been presented to the Leadership Team</p> <p>Update 26/01/24: The plan is to pilot a Governance Hub from April 2024 where the duty of quality will be applied to all workstreams of the organisation. Initial discussions have been presented to the Leadership Team.</p>			
												<p>Governance and accountability structures - routine governance documentation is DoQ-ready</p> <p>31/03/2024</p> <p>Update 21/02/24: The BAF was approved in November and the report Template will follow. On track. As part of the Governance Hub proposal and as a result of the QSIC pilot, the report templates will be fully updated.</p> <p>Update 26/01/24: The BAF was approved in November and the report Template will follow. As part of the Governance Hub proposal and as a result of the QSIC pilot, the report templates will be fully updated.</p>			
												<p>Training and education - All staff trained to determined appropriate level</p> <p>31/03/2024</p> <p>Update 21/02/24: The DOQ e-Learning is available on ESR (as of December 2023) and the competency was applied to PHW staff on ESR w/c 8 January. Staff will have 3 months to complete the e-Learning. The e-Learning will be part of corporate reporting from 1 April 2024. As of end of January, PHW has the highest completion rate of all NHS Wales organisations.</p> <p>Update 26/01/24: Launch of national DOQ elearning package on ESR. The competency will be applied to PHW staff on ESR w/c 8 January and there will be an implementation timeframe of 3 months applied.</p>			
												<p>Introduction of Quality Impact Assessment and governance process.</p> <p>31/07/2024</p> <p>Update 21/02/24: Discussions regarding EHIA and Socio economic refresh to include QIA so one document and a central repository for PHW</p>			
1596	Human Resources	26/10/2023	Director of People and Organisational Development	People and Organisational Development	There is a risk that the organisation may not have the capacity or resources necessary to effectively deliver the long-term strategic plan	This risk arises from a challenging political and financial landscape, which includes staff time being redirected to contribute to the (Covid) public enquiry and an unstable industrial relations climate	Inability to deliver the long term strategy due to absence of strategic workforce planning					<p>1. Resource Allocation and Assessment: Assess current resource allocation. Identify gaps between the required resources and what is currently available. Ensure alignment between strategic goals and resource allocation. Adjust resource distribution, as necessary. (This would need to be determined by Directorates as part of their IMTP planning/workforce planning)</p> <p>2. Capacity Building: Continue to Invest in developing the skills and capabilities of existing staff to handle the strategic plan's demands. (Directorates would need to be clear what this looks like so that we can determine feasibility)</p> <p>3. Prioritization and Phasing: Evaluate the strategic plan and identify high-priority initiatives. Consider phasing the plan to allow for a gradual rollout, focusing on crucial elements first and postponing or de-prioritising less critical components. (Each of the</p>			
												<p>Workforce Planning Provide a holistic view of our current critical roles with clear plans that include solutions and interventions that will support the delivery of our priorities. Establish a clear vision outlining the function of job families within P</p> <p>31/03/2024</p> <p>We have an overview of the critical roles required to meet our strategic objectives. Plans incorporating solutions or interventions to address gaps currently underway within. Job family work currently being undertaken locally in DKR. Organisational wide work planned as part of IMTP process. Dedicated Strategic Workforce Planning lead commences in role January 2024 and will work with wider POD team and stakeholders to plan work required to achieve workforce planning activity. Process improvement work currently in progress in relation to job descriptions and job evaluation activity. Work ongoing also being planned in relation to working towards our ideal culture and People Promise as part of IMTP process. Industrial action work being progressed and supported through emergency planning and business continuity processes</p>	2 Unlikely	4 Major	8
												<p>Establish a workforce planning process and framework including clear roles and responsibilities and put in place interventions in response to identified risks and priorities.</p> <p>31/03/2025</p>			
												<p>Establish a clear vision outlining the function of job families within Public Health Wales.</p> <p>30/09/2024</p>			

										Directorates would need to do this and would need to be part of the IMTP development) 4. Scenario Planning: Develop scenarios that account for different levels of resource availability. This will help us be prepared for various resource-related challenges and allow for quick adaptation as circumstances change. (Again, would be Directorate specific) 5. Resource Bank: Better utilisation of finances through use of the new Resource Bank to replace agency use				Develop a resourcing strategy that supports the delivery of the Long Term Strategy, People Strategy and Strategic Equality Plan.	31/03/2025						
														Planning and response to any industrial action supported through our organisational architecture for emergency planning and business continuity, informed by national guidance and support from NHS Wales Employers, to ensure service continuity.	23/02/2024	23/02/2024	This action is no longer applicable				
1531	Strategic Risk	01/06/2023	Director of Knowledge	Data, Knowledge and Research	There is a risk that we will fail to exploit data to inform and direct public health action and interventions.	This will be caused by data being held in silos, difficulty accessing the data and inability to access to provide the impact on public health.	This will result in worse public health outcomes in Wales and increased information governance risk within Public Health Wales.				Approval and implementation of research & evaluation and digital & data strategies for Public Health Wales. Developing our data storage, access and linking as part of the Local Data Resource and contributing/interacting with DHCW for other data needs in Health Care. Recruitment into new investment posts progressing quickly to bring in additional skills Ensure we maximise exploitation of our data and information. Sources of assurance are: KRIC on behalf of Board, Internal Audit, Management Control. Digital and Data Design Authority will review the risk and mitigations on a quarterly basis to ensure appropriate governance of controls are maintained. Development of job families for Data Analysis and Evaluation roles to enable recruitment and retention of key skills to PHW.			Establishment and embedding of the Digital Pipeline	31/03/2024						
								5 Almost certain	4 Major	20				Job Families	31/03/2024		LN and Alisha Davies working with P&OD to create families. Will form part of workforce planning.	3 Likely	4 Major	12	
														Recruitment of Key Skills	31/03/2024		Investment roles in recruitment process Development of job families to promote career pathways in process.				