

Strategic Risk Register

Risk 1	<p>Risk of: Widening gap in healthy life expectancy of population of Wales</p> <p>Due to: Cumulative effects of socio-economic, environmental and wider public health challenges</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <p>1) Influencing the wider determinants of health [Keen]</p> <p>3) Promoting Healthy Behaviours [Willing]</p> <p>5) Delivering excellent public health services to protect the public and maximise population health outcomes. [Accepting]</p>
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Risk Owner's Overview Assessment Status


Prior to the pandemic the gap in healthy life expectancy between the most and least deprived populations of Wales was widening. The consequences of the pandemic in terms of access to preventative and healthcare services and the impact on mental and emotional well-being is likely to have exacerbated this. Together with the health impacts of the ongoing Cost of Living Crisis there is a high risk that the health of the population will worsen, particularly for vulnerable populations. This is likely to increase the gap in healthy life expectancy among our vulnerable, more deprived populations compared to more affluent populations in Wales.

This will need long and short-term actions, as well as cross-organisational and cross system actions to achieve change. A substantial number of programmes are underway on this programme of work, but an overarching assessment of where we are on healthy life expectancy that significant further work will be needed to achieve this. A key starting point will be a clear, shared, and owned assessment of what the organisation's role in reducing health inequalities is, and how we work with other systems. The current work on the prevalence of disease will be crucial in helping us assess key actions to improve healthy life expectancy for those with worst outcomes, with the development of the "best buys" for prevention, the route maps and the IMTP refresh being opportunities to identify action. The organisation needs to assess as part of the route map development whether our actions will be likely to increase healthy life expectancy.

The current risk score is unlikely to change across the life-course of the long-term strategy due to the complex nature of the issues and the multiple actions for programmes to address.

Sponsor and Assurance Group	
Executive Sponsor	Jim McManus, National Directorate of Health and Well-Being Contributors: Sumina Azam, Director of Policy and International Health / WHOCC Meng Khaw, National Director Health Protection and Screening Services Huw George, Deputy Chief Executive and Exec Director of Operations and Finance
Assurance Group	Knowledge Research and Information Committee (remitted from QSIC Dec 2023)

Inherent Risk							
Date	11/05/23	Likelihood:	5	Impact:	5	Score:	25

Risk Score			Risk Decision			Trend
Current Risk			Target Risk			
Likelihood	Impact		Likelihood	Impact		
4	5	20	3	3	9	

No.	EXISTING CONTROLS		SOURCES OF ASSURANCE	Level at which the Assurance is provided to				
	Control	Exec Owner		Team / Division / Project / Programme	Directorate Team / Exec Lead	Business Exec Team / Sub Groups	Committee / Sub group	Board
SR 1.1	Providing leadership for health in all policies through maximising opportunities through Welsh legislation including Public Health Act (Health Impact Assessment), the Well-being of Future Generations Act and the Socio-economic Duty	Director of Policy and International Health	Performance monitoring of IMTP delivery through Leadership Team Work underway by WHIASU to support Welsh Government to produce HIA regulations and to support public bodies to undertake HIAs once regulations are published.	X	X	X		
SR 1.2	Implementing the WHO Collaborating Centre on Investment for Health and Wellbeing workplan, including consolidating the health equity solutions platform and delivering a well-being economy programme.	Director of Policy and International Health	KRIC minutes Annual return to WHO of delivery of workplan Performance monitoring of IMTP delivery through Leadership Team	X	X	X	X	

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			Ongoing update of Solutions Platform, with plans embedded for evaluation. Work underway to support delivery of WG-WHO MOU on the Wellbeing Economy, enabled by a part time secondment to WHO.					
SR 1.3	Identifying and translating international learning on tackling health inequity, for example through International Horizon Scanning and strengthened international partnerships with WHO, IANPHI, EuroHealthNet	Director of Policy and International Health, National Director of Health Protection and Screening Services	Board minutes KRIC minutes Performance monitoring of IMTP delivery through Leadership Team Quarterly Horizon Scan reports, focusing on areas of organisational priority delivered. Recent IANPHI meeting with PHW representation.	X	X	X	X	X
SR 1.4	Influencing policy to reduce health inequity through research and advocacy on the wider determinants of health and strengthening our policy advocacy role	National Director of Health and Well-being, Director of Policy and International Health	Performance monitoring of IMTP delivery through Leadership Team. KRIC minutes Route map for Strategic Priority 1 being finalised. Work underway to build our organisational policy advocacy function. Research priorities for Priority 1 being progressed through workshop with Cardiff University.	X	X	X	X	
SR 1.5	Tackling the public health effects of climate change agreed as an organisational strategic priority	Deputy CEO/Director of Ops and Finance, National Director of Health Protection and Screening Services, Director of Policy and International Health	Climate Change Programme Board minutes Route Map for SP6 being finalised.		X	X		
SR 1.6	Systems leadership and partial delivery of improvement programmes for primary and secondary prevention	National Director of Health and Well-being National Director of Health Protection and Screening Services	Performance monitoring of IMTP delivery through Leadership Team For Strategic Priorities 2,3 and 4 Route maps for each Strategic Priority are in development. Regular internal review processes have been agreed within the HWB Directorate to oversee progress and implementation.		X	X		
SR 1.7	A cross-organisational group and work programme to embed a shared narrative on health inequalities and share with stakeholders to increase our coherence and impact	Director of Policy and International Health	Performance monitoring of IMTP delivery through Leadership Team Group has agreed priority areas for action and is establishing workstreams to progress. Work programme to be discussed at Executive meeting in January.	X	X	X		

Action plan No.	Gaps in controls	Action Plan	Exec Director	Due Date	Progress
AP 1.2	A comprehensive three year IMTP with action based on proportionate universalism and targets, where appropriate	Organisational Inclusion Health Group to develop an action plan, informed by behavioural insights, to guide all programmes delivered by Public Health Wales	National Director of Screening and Health Protection Services and Medical Director	March 2025	<p>October 2024 Cross organisational health inequalities group (as per SR 1.7) has inputted to IMTP guidance to strengthen focus on health inequalities.</p> <p>October 2024</p>

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					<p>Cross-directorate discussions have taken place to bring together the work on inclusion health across the organisation. The communicable disease elements are also included in a health protection inequalities programme that is being established. A decision is needed to agree the governance and co-ordination of the work.</p> <p>January 2024 Resource has been identified in HPSS and HWB directorate to take forward a cross-organisational programme of work for inclusion health. However, development is at an early stage and objectives for 2024/25 and not likely to be defined for year 1 of the IMTP for 2024/25</p>
AP 1.3	A Framework for Healthcare Public Health to influence the NHS to shift systematically towards prevention and Early Intervention	Develop a framework to influence and facilitate the NHS to shift systematically towards prevention and early intervention	National Director of Health and Well-being	October 2024	<p>October 2024 Stakeholder engagement on Healthcare Public Health continues to go well. Following stakeholder workshops in September, during October we engaged with Directors of Planning and again with Directors of Public Health and have further engagement with EDsPH planned for November. A further iteration of the framework will come to BET. The Prevention Based Health and Care Report, a component of the project, has been finalised and we are in discussions with Welsh Government and NHS Exec on our plans for launch.</p> <p>July 2024 Work continues to progress on this. The Prevention Based Health and Care Framework was launched on 20th May 2024 and the rest of the framework delivery will continue as set out in the IMTP. Work continues on the Healthcare Public Health Framework now that we have met all Executive Directors of Public Health. Further workshops with stakeholders are planned for September 2024. An iteration of the framework is due to come to BET in October 2024.</p>
AP 1.4	Systematic collection of equalities data across all protected characteristics for the NHS in Wales to enable monitoring of public health	Work with Welsh Government and DHCW to prioritise and implement better collection of equalities data	Director for Research, Data and Digital	March 2025 (July 2024)	<p>October 2024 Phase 2 cancer inequalities work to begin. Inequalities data, analysis, evaluation sub-group to be established, to look at how we make best use of inequalities data in PHW.</p> <p>September 2024 Phase 1 cancer inequalities work completed. <i>Our approach to inequalities</i> programme discussed what data we need to inform action and have agreed this as a priority area.</p>

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Risk 2	<p>Risk of: Worsening health outcomes for the population of Wales Due to: misaligned system-wide efforts and leadership and weaknesses in partnership working</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <ol style="list-style-type: none"> 1) Influencing the wider determinants of health [keen] 2) Promoting Mental and Social Well-being [willing] 3) Promoting Healthy Behaviours [willing]
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Risk Owner's Overview Assessment Status

There is a risk that the specialist public health system in Wales will not work together effectively to address the significant challenge of healthy life expectancy and health inequalities, and that the specialist system if not cohesive and coherent will be unable to provide the leadership needed.

Work is underway to develop ways of working agreements with Welsh Government, Public Health Wales, Health Boards and Local Authorities to that set out the principles and mechanisms of effective systems and an agreed system population health work plan. Work is underway with Directors of Public Health to agree shared leadership and work priorities. A programme of engagement with DsPH from Public Health Wales is in place.


There is not yet sufficient strategic agreement to align collective efforts between the third sector and Public Health Wales. Discussion has commenced with WCVA which needs to translate into a meaningful collaboration with an underpinning agreement to reflect the intention of better alignment and partnership working. Further work needs to be undertaken with a range of third sector bodies since WCVA, while an umbrella body, does not speak for the whole third sector. Engaging relevant third sector bodies in work programmes (e.g. Diabetes UK Cymru and Breakthrough T1D for the Tackling Diabetes Together Programme) needs to be undertaken.

Cross reference with risk 5

The likely timescale for movement in score is estimated to be **March 2026**, based on the route map and the need for better system alignment.

Sponsor and Assurance Group	
Executive Sponsor	Jim McManus, National Director of Health and Well-Being Contributors: Claire Birchall, Executive Director of Quality and Nursing Huw George, Deputy Chief Executive and Executive Director of Operations and Finance
Assurance Group	Knowledge Research and Information Committee (remitted from QSIC Dec 2023)

Inherent Risk							
Date	11/05/23	Likelihood:	4	Impact:	4	Score:	16

Risk Score			Risk Decision			Trend
Current Risk			Target Risk			
Likelihood	Impact		Likelihood	Impact		
4	4	16	3	2	6	

EXISTING CONTROLS			SOURCES OF ASSURANCE	Level at which the Assurance is provided to				
No.	Control	Exec Owner		Team / Division / Project / Programme	Directorate Team / Exec Lead	Business Exec Team / Sub Groups	Committee / Sub group	Board
SR 2.1	CMO's Monthly meeting with key Public Health Wales Execs, the Public Health Directors Leadership Group and Directors of Public Protection for Wales	National Director of Health and Well-being	Minutes presented in the Forum		X			
SR 2.2	Monthly meeting of the Public Health Directors Leadership Group which now includes key Public Health Wales Directors and monthly Public Health Wales/DsPH group	National Director of Health and Well-being	Minutes of PHDLG		X			
SR 2.3	Whole system approach to healthy weight	National Director of Health and Well-being	Performance monitoring of IMTP delivery through Leadership Team	X	X	X		

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SR 2.4	System leadership working groups on priority topics and outcomes	National Director of Health and Well-being	Performance monitoring of IMTP delivery through Leadership Team	X	X	X		
SR 2.5	Wider determinants of health and well-being unit leadership for improving systems working in Public Services Boards.	National Director of Health and Well-being	Performance monitoring of IMTP delivery through Leadership Team	X	X	X		

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Action plan No.	Gaps in controls	Action Plan	Exec Director	Due Date	Progress
AP 2.1	Clear working arrangements with Public Health Wales, WCVA and other identified third sector organisations on shared objectives	Agree how PHW will work with WCVA and other identified third sector organisations to collaborate on shared public health objectives.	Exec Dir Nursing, Quality and Integrated Governance National Director for Health and Well-Being	March 2025 (March 2024)	<p>October 2024 No further update at present on the generic programme.</p> <p>Engagement with Diabetes UK Cymru and Breakthrough T1D will see joint action on World Diabetes Day 2024 including launch of lived experience work with people living with Diabetes. Next steps will be inclusion of lived experience voices on the Diabetes programme.</p> <p>September 2024 Further engagement works underway to arrange interviews with external partners, 10 interviews planned during September to ensure that a system is procured or designed to manage relationships with PHW Board's strategic partners.</p>
		Complete a base line assessment of which current third sector organisations are engaging regularly with Public Health Wales with a view to having a more joined up approach to third sector stakeholder engagement which is captured and can be evidenced to inform better planning and coordination.	Exec Dir Quality and Nursing	March 2025 (March 2024)	<p>October 2024 This work is overdue and needs to be revisited. The role profile for lead Executive for stakeholders to be discussed and agreed at future BET/SBET to ensure role clarity, maximise impact, and reduce variation. In light of this, the due date has been updated.</p> <p>September 2024 Interviews will key stakeholders scheduled this month.</p>

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AP 2.2	Agreed system wide approach to maximise the effectiveness of the specialist public health system	Proposal to change this to “Development, approval and implementation of ways of working agreements for the specialist Public Health System in Wales”.	National Director of Health and Well-being	October 2024	<p>October 2024 Terms of Reference for both the Monthly CMO Leadership Group and PH Leadership Group have now been updated to align with each other, and to include as core members the following PHW Directors: 1) Health and Wellbeing, 2) Data, Knowledge, and Research, 3) Policy and International and 4) Health Protection and Screening Services.</p> <p>A further meeting with DsPH on progress on working together was held in October. A further engagement day will be held in November 2024 where we expect to agree a shared forward plan for PH Leadership Group Directors of Public Health have been engaged individually and collectively in design of the Healthcare Public Health approach as an early shared aspiration. They have also been engaged in the Tackling Diabetes Together Programme where 5 DsPH have now brought forward local demonstration projects to help model the system change needed.</p> <p>The Cross-Directorate Drugs and Alcohol Working Group led by the National Director of Health and Well-being is progressing on track. The action plan and stakeholder mapping have been undertaken and the action plan is being implemented. Further engagement with Directors of Public Health has secured their agreement with our PHW action plan. A population needs assessment is on track for completion by March 2025 and DsPH have nominated peers to join the group to ensure system join up. Liaison with the Criminal Justice systems continues through the teams of the National Directors of Policy and International Health and National Director of HPSS.</p> <p>September 2024 An initial Ground rules agreement for how we work together with EDsPH has been reached. More work on this will be done during a further day together in November where we will seek to agree some shared priorities as well as the ways of working.</p>
AP 2.3	System leadership skills of the public health workforce and partnerships.	Training and support for systems leadership for the specialist PH system, PSBs, and Public Health Wales staff	National Director of Health and Well-being/Director of People and Organisational Development	June 2024	<p>October 2024 The work with DsPH is detailed above under 2.2.</p> <p>Directors of Public Health and PHW Key link Executive Directors have undergone joint leadership and working together facilitation.</p> <p>Eight consultants in Public Health across PHW have now accessed experienced DPH mentors from other systems and one has had some informal mentoring with an experienced local authority mentor. Two local Health Board Consultants have been supported in finding mentors.</p> <p>We are planning for shared events between our consultants and local PHW consultants, and between our principals and local principals. As part of this we are undertaking an assessment of what further system leadership skills people internally and externally identify. Following discussion with PHW and DPH staff working together on wider determinants the Wider Determinants Unit are looking to identify coaching and leadership training for them through the existing agreement with the University of Exeter.</p> <p>September 2024 Initial workshop completed, a further workshop with senior leaders (DsPH) scheduled and a proposal for key skills development sessions and a leadership development assessment needed. Mentoring has been secured for 4 senior public health specialists inside and outside the organisation and a leadership development proposal discussion document for the PH system in Wales is in draft.</p>

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AP 2.5	Strengthening systems leadership and engagement of Public Services Boards in the wider determinants of Health and Well-being.	Shaping Healthy Places for Wales Programme part funded by PHW, and part funded by the Health Foundation for 3-year programme to enable Public Service Boards to address wider determinants	National Director of Health and Wellbeing	Complete	<p>October 2024-</p> <p><u>Complete. Action to be closed.</u></p> <p>July 2024 This programme has now been launched, Public Service Boards have been engaged and recruited and the programme is underway. The programme is now working with local PSBs and Public Health Teams to develop their shared and respective plans.</p>
AP 2.6	See action plan for risk 5				