

Risk Scoring								Risk Action Plan							
Inherent Risk			Current Risk					Target Risk							
Likelihood	Impact	Risk level	Key Controls	Likelihood	Impact	Risk level	Trend	Risk Decision	Action Plan	Due date	Status of Action	Likelihood	Impact	Risk level	Progress
5	3	15	Governance Arrangements in place through Programme and Project Board People OD Project Management resources allocated to various change projects Trade Unions briefed and involved in change programmes Organisational change procedure followed for all programmes	4	3	12		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.
4	5	20	1. Resourcing plan fully developed and supported - this includes legal expertise, archive expertise and project management resource. 2. Records Management and document categorisation process developed and deployed for those records requiring capture, recording and storing. 3. Approach to synergising wider organisational learning agreed. 4. Programme Board continues to operate effectively reporting to Business Executive Team.	3	5	15		Treat	1. Resourcing plan for April 2022 and beyond fully developed, approved and resources committed (HB)	Revised date to BET - 1 Feb 2022	19/01/22 Update - Active, on track for 1 Feb 2022	2	5	10	19/01/22 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	19/01/22 Update - Implementation dependent on approval of resourcing plan outlined above; some internal resource redirected from BBU team in the interim				19/01/22 update - action remains active and on track and is subject to progress of the above action. Resourcing paper due to BET 1 Feb 2022
									3. Records Retention Guidance to be published to ensure best practice processes are followed (RBW)	31/10/2021	30/11/2021				19/01/22 Update - guidance approved at BET 20 Dec 2021
									4. Programme Board continues to meet according to its terms of reference with bi-monthly reporting to Business Executive Team	Ongoing	19/1/22 - Active and on track, next report to BET due 1 Feb 2022				19/01/22 update - action remains active and on track. Last Programme Board held 18 Jan 2022. Last report made to Business Executive Team on the 16 November 2021, next report due 1 Feb 2022
5	4	20	Optimising the service: Standards in place and being monitored to support service transparency. First stage management restructure following staff consultation within budget agreed to improve line management structure to enable support to staff which was completed Nov 19 with all staff now in post. Further to issues identified around lack of robust regional clinical governance in the programme and quality assurance this has resulted in additional investment by PHW into the service. This has included the support to establish three regional coordinators, a senior quality lead and additional project support to upgrade the current IT system. This additional investment brings the service in line with other screening division structure in terms of clinical governance and oversight. Recruitment to posts is underway and expected to be completed with all staff in post by end Feb 2020. Appointment of senior manager with responsibility for development and maintenance of appropriate quality framework. Implement workflow model in grading team to provide capacity to enable quality control and assurance processes. Transformation work is in progress with recruitment to establishment of team underway with this team having capacity to work to undertake necessary work to enable plan to transform the service.	5	4	20	→	Treat	Work with partners to increase the number of clinic locations and increase capacity for screening. Implement IT systems upgrade to improve efficiency	31/03/2022		3	4	12	Update 03/11/21 - 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 Update 26/11/21- 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. Update 26/01/22- screening has continued to be offered throughout the Omnicom wave of the pandemic. Work continues with screening hub plan for additional venues which will improve availability and offer. Additional venue identified in Cardiff which has good availability and has improved offer locally. Offer of retinal review by optometrist has progressed to those identified as low risk of sight threatening retinopathy who have waiting longest for screening offer. Over 11,000 letters offering review have been sent to date and planned 3,000 letters to be sent out weekly with over 140 optometry practices supporting offer across Wales and invoices for reviews starting to be received as the reviews are completed. Substantive head of programme has taken on secondment for another screening programme and have divided the head of programme role into two new secondment posts due to workload: Optimisation Manager who is operationally responsible for

5	4	20	<p>1. Development of digital, data and research strategies for Public Health Wales to take drive forward our needs on this area.</p> <p>2. 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.</p> <p>3. Deliver 5 exemplar projects that show the power of digital and data to improve Public Health in Wales</p> <p>4. KRIC to drive forward the development of strategy and delivery to ensure impact</p>	5	4	15	Treat	<p>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 winter overview 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</p>	31/03/2022		3	4	12	<p>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</p>
5	4	20	<p>New Operational Plan with clear priorities. Workforce analysis data and Information. Dashboards. Staff Wellbeing and Engagement Surveys and Action Plans (local and organisational). Staff flu vaccine programme. Organisational Workforce plan to support IMTP and first three years of People Strategy Job families Workforce Mobilisation (COVID)</p>	4	4	16	Treat	<p>Development and implementation of workforce plans to support priorities in new Operational Plan:</p> <ul style="list-style-type: none"> • Health Protection Response • Population Health Outcomes • Essential Services • Recovery • Enablers 	30/11/2020	On track	3	4	12	<p>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.</p> <p>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</p> <p>Update 02.12.21 As per update of 04.11.21, work on track and as part of integrated planning process.</p>
								<p>Development of recommendations to ensure a structured and sustainable approach to funding learning and development</p>	01/04/2022	On track				<p>Update 4.11.21: 2019/2020 paper being revisited in Q4 following submission of workforce plans to agree recommendations to go to BET</p> <p>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</p>
								<p>Provide P&OD recruitment resource to manage large scale recruitment</p>	31/10/2020	On track in line with POD restructure (including medical workforce)				<p>Update 15.1.21: interim structure in place including dedicated recruitment resource</p> <p>Update: 12/04/21 - There is a dedicated team in place to support resourcing and recruitment</p> <p>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</p> <p>Update 02.12.21 POD restructure consultation closed and implementation ongoing, dedicated and specialist resource in place to support and drive this agenda.</p>
4	4	16	<p>Appraisal processes for staff, either 'My Contribution' or Consultant Job Plans ESR Records Monthly exec reports are directorate and divisional level Quarterly breakdowns by individual to employing director Exception reporting process in place for directorates with below 90% compliance MYC elearning package live and communicated Structured approach to funding learning and development - deferred until 2021/2022 budgets Professional appraisal and revalidation processes in place, linked through relevant bodies. Learning and Development - Job Plans PDRs both My Contribution and Job Plans</p>	4	3	12 →	Treat	<p>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</p>	31/03/2022	Ongoing	1	3	3	<p>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</p> <p>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</p>
								<p>My Contribution e-learning available to all</p>	30/09/2021	Completed				<p>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</p>

4	4	16	BMS and physician associate roles. Action plan to address the local and agency spend issues was submitted by deadline and subsequently a progress report went to Welsh Government by deadline set. Oversight provided by Health Protection and Screening Directorate Leadership Team	4	4	16	→	Treat	Further develop network clinical management (e.g. single on-call for Microbiology)	01/09/2022	Paused	2	2	4	<p>Update 24/01/22 - Ongoing consideration as part of recovery but delayed by current focus on Covid response. 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.</p> <p>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.</p> <p>Update 4/11/21 - Ongoing consideration as part of recovery but delayed by current focus on Covid response.</p>
									Redesign the service i.e. describe and plan for a National Infection Service. Approval of the Business Case submitted to Welsh Government remains key to addressing this risk.	01/09/2022					<p>Update 24/01/22 - 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.</p> <p>Update 6/4/21 - Recruitment to the HP Business Case is underway & work is ongoing to agree and implement the enhanced operating model for Integrated Health Protection.</p> <p>Update 7/5/21 - Engagement around the enhanced operating model is taking place with the team</p> <p>Update 4/11/21 - 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</p>