



Quality Standards: Quality infrastructure clearly aligned to Quality Standards 2023	31/03/2024	<p>Update 27/03/24: Work continues by the quality oversight steering group 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 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>
Quality Standards: Routinely monitored, system-wide understanding of what good quality looks like for the broad range of services.	31/03/2024	<p>Update 27/03/24: 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 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>
Quality Management System (General) - Quality Management System road map agreed and implementing	30/09/2024	<p>Update 27/03/24: Exec Team continuing to embed the QMS methodology.</p> <p>Update 21/02/24: Joint ET/LT 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>
Governance and accountability structures - Board are assured that DoQ is being considered across system	31/03/2024	<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>
Governance and accountability structures - routine governance documentation is DoQ-ready	31/03/2024	<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>
Training and education - All staff trained to determined appropriate level	31/03/2024	<p>Update 27/03/24: 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. As of end of January, PHW has the highest completion rate of all NHS Wales organisations. The e-Learning will be part of corporate reporting from 1 April 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>

																Introduction of Quality Impact Assessment and governance process.	31/07/2024			Update: 27/03/24: QIA and process being drafted and presented at Quality oversight group in April.  Update 21/02/24: Discussions regarding EHA and Socio-economic refresh to include QIA so one document and a central repository for PHW			
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	4 Highly Likely	4 Major	10	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) 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) 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 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 and overtime.	3 Likely	4 Major	12	Treat	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	31/03/2024	18/03/2024	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	2 Unlikely	4 Major	8	
															Establish a workforce planning process and framework including clear roles and responsibilities and put in place interventions in response to identified risks and priorities.	31/03/2025							
															Establish a clear vision outlining the function of job families within Public Health Wales.	30/09/2024							
															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					
1614	Statutory Duty	17/01/2024	Board Secretary	Board Business Unit	There is a risk that PHW cannot take assurance that NHS Executive are carrying out its functions in accordance with legal and statutory obligations. Current hosting agreement provides for only an annual accountability report which does not provide sufficient assurance across the year.	The cause is that PHW's Assurance Framework is currently in draft form, not yet approved and implemented. The new assurance framework from April will plug the risk.	Sanctions imposed in accordance with Legislative/Regulatory Compliance, Reputational damage, Financial implications and data security vulnerabilities	3 Likely	3 Moderate	9	Ad hoc meetings to discuss and manage risks/issues, Hosting Agreement meetings (six monthly)				Treat								
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.	5 Almost certain	4 Major	20	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.	5 Almost certain	4 Major	20	Treat	Establishment and embedding of the Digital Pipeline 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.					