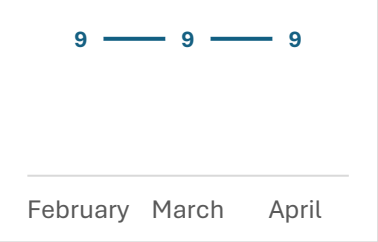


Risk Reference and Link to Strategic Priority	Risk Description			
SRR1 Strategic Priority 1, 2, 3 and 4	<p>There is a risk that: We fail to deliver our role to influence a system shift to prevention, reduce health inequalities and address determinants of health.</p> <p>Caused by:</p> <ol style="list-style-type: none"> 1. Poor alignment of PHW specialist resources, capabilities and programmes with our long-term strategy 2. Failure to generate the quality of evidence and supporting data to shape our influencing and delivery 3. Insufficient/Ineffective public health advice, evidence and action <i>within our remit</i> 4. Ineffective engagement with and communication to partners, the public and policymakers 5. Insufficient system leadership and co-ordination with stakeholders and partners 6. Programmes which do not support our population in achieving healthier lives <p>Resulting in:</p> <p>We fail to have the impact required to reverse the worsening healthy life expectancy of the population of Wales. Wales fails to close widening gaps in health outcomes between our most and least deprived populations.</p>			
Executive Director Sponsor	National Director of Health and Wellbeing			
Assuring Committee	Knowledge, Research and Information Committee			
Trend	Current Position of Risk Including Risk Appetite and Risk Decision	Position Statement – Executive Director Update		
 <p>9 — 9 — 9</p> <p>February March April</p>	<table border="1" data-bbox="483 967 1384 1120"> <tr> <td data-bbox="483 967 734 1120">Open</td> <td data-bbox="743 967 1384 1120">PHW is open to consider all potential options, subject to continued application and/or establishment of controls recognising that there could be a high risk of exposure.</td> </tr> </table> <p>Current Score = 9 Target Score = 6 Risk Appetite Level Applied = Open, therefore, within tolerance level.</p>	Open	PHW is open to consider all potential options, subject to continued application and/or establishment of controls recognising that there could be a high risk of exposure.	<p>April/May 2026 Update</p> <p>Latest published data shows that for both males and females, in 2022 to 2024, healthy life expectancy decreased compared with 2019 to 2021, with the largest decreases observed in Wales.- Healthy life expectancy, UK - Office for National Statistics.</p> <p>This reinforces the importance and urgency of PHW’s work on prevention and health equity.</p> <p>PHW has completed the first phase of its advocacy work and promoted prevention-focused policy</p>
Open	PHW is open to consider all potential options, subject to continued application and/or establishment of controls recognising that there could be a high risk of exposure.			

		<p>messages (e.g., via the Future Generations Commissioner's Report). Significant progress includes:</p> <ul style="list-style-type: none">• Launching the first prevention-based framework for health and care• Seconding expertise into Welsh Government to review prevention architecture• Supporting a system-wide assessment of preventive spend• Establishing a Prevention Advisory Group chaired by the CMO <p>The next phase will focus on developing an internal tactical plan that brings together PHW's role in leading and influencing the system-wide shift to prevention, tackling health inequalities, and addressing wider determinants of health.</p> <p>To mitigate the risk, PHW is committed to:</p> <ul style="list-style-type: none">• Aligning strategic priorities and specialist capabilities to embed prevention and equity• Generating and mobilising high-quality evidence and data to drive policy and delivery• Providing timely, trusted and impactful public health advice• Strengthening engagement and communication with partners, policymakers, the third sector, and the public• Exercising strong system leadership through coordination and collaboration• Designing and delivering inclusive, evidence-based programmes that address the needs of disadvantaged groups
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		<p>It is recognised that influencing a system shift toward prevention alone may not be sufficient to reverse current trends in healthy life expectancy or close the widening health inequalities without wider system change.</p> <p>Health and Wellbeing Directorate continues with reviewing and refreshing programmes of work to ensure we focus on actions which will address healthy life expectancy. The Healthy Working Wales and Tobacco Control programmes have been reviewed and refocused. The National Quality Improvement Programme for Hypertension has in its first quarter ensured 38,000 people have been identified with hypertension and treated to target.</p>
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Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C1: 1. Poor alignment of PHW specialist resources, capabilities and programmes with our long-term strategy			
Control Reference	Internal Control	Internal Sources of Assurance	How/When is it monitored?
C1.1	Delivery of Public Health Wales Route Maps and milestones within the Board approved Integrated Medium-Term Plan	<ul style="list-style-type: none"> • Integrated Performance Report • Programme Deep Dives 	<ul style="list-style-type: none"> • Public Health Wales Board • Public Health Wales Committees • Joint Executive Team Meetings • Mid and End of Year Reviews • Health and Wellbeing Directorate Leadership Team

¹ Three Lines of Defence Model

First – Operational Management control of organisational risks

Second – Risk management and compliance functions, reporting to senior management

Third – Internal audit to provide assurance.

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C2: Failure to generate the quality of evidence and supporting data to shape our influencing and delivery			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C2.1	Implementation of Public Health Wales Digital and Data Strategy and ensuring all programmes include built-in evaluation plans with clear metrics and methodologies.	<ul style="list-style-type: none"> • Public Health Wales Digital and Data Strategy • Research and Development Strategy • Programme Deep Dives • Integrated Performance Report • Contribution to the PHW Duty of Quality reporting 	<ul style="list-style-type: none"> • Digital, Data and Design Authority (DDDA) • DARC Programme Board • Research and Evaluation Strategy Oversight Group • Knowledge, Research and Information Committee • Board and Executive Team Meetings • Health and Wellbeing Directorate Leadership Team

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C3: Insufficient/Ineffective public health advice, evidence and action within our remit			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C3.1	Professional standards and registration for Public Health Consultants and Practitioners and system of workforce planning ensuring we have the workforce to meet operational and strategic needs. Extensive people development opportunities to maintain and expand knowledge, skills and competency. Workplans reflect drive to ensure that	<ul style="list-style-type: none"> • Job Planning Process • Registration and revalidation • My Contribution • Training attendance records • Developing and maintaining of staff competency framework and staff Training Needs Assessments (TNA) 	<ul style="list-style-type: none"> • Oversight from OMD • Monitoring of workforce plans by People and OD • Integrated Performance Report reviewed by Board • Training records • Training and development spend monitored through Finance • Annual objective setting and appraisals

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C3: Insufficient/Ineffective public health advice, evidence and action within our remit			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
	<ol style="list-style-type: none"> 1. the organisation and the workforce remains up to date with best evidence and practice on prevention and on relevant areas. 2. The relevant parts of the workforce are skilled and effective at system leadership and advocacy 		

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C4: Ineffective engagement with and communication to partners, the public and policymakers			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C4.1	Use of multiple communication channels and accessible formats to ensure we meet user needs. Ongoing review of public and third sector engagement activity and metrics, evaluation and quality assurance of engagement activity through our research, campaigns, social marketing activity and website interactions utilising engagement and communications expertise within the organisation.	<ul style="list-style-type: none"> • Monthly Communications Report (Publications, Reports and news coverage) • Campaign evaluations • Forward Look (Plan) • Engagement with third sector and the public – strategic planning and forward look (under development) • Central management of PHW website and PHW social media channels • Editorial planning group 	<ul style="list-style-type: none"> • Monitoring through Comms Team via a Programme Board • Monitoring of impact of campaigns run by social marketing team in HWB • Joint working between Comms and Health and Well Being Directorate • Campaign Oversight Group and Corporate Comms Playbook (under development) • Media coverage (reach and sentiment) monitored through Communications Team and HWB Social Marketing Team

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C4: Ineffective engagement with and communication to partners, the public and policymakers			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
	Workplans further develop our ability to nuance approaches to different audiences including policymakers, partners and the public.		<ul style="list-style-type: none"> Engagement leads community of practice (under development) Website metrics

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C5: Insufficient system leadership and co-ordination with stakeholders and partners			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C5.1	<p>Strong working relationships with key partners and stakeholders including the third sector, Welsh Government, Directors of Public Health and Public Service Boards</p> <p>Development of joint or shared work plans with Directors of Public Health, HEIW, relevant clinical networks, Community by Design, Sport Wales and Arts Council for Wales are already in place.</p> <p>The development of a partnership agreement with the WCVA, setting out specifically the roles and responsibilities of each respective organisation, is underway.</p> <p>MOU agreed with Sport Wales.</p>	<ul style="list-style-type: none"> Memoranda of understanding Shared work programmes IMTP 	<ul style="list-style-type: none"> Board and Executive Team Meetings Board Committees Joint Executive Team Health and Wellbeing Directorate Leadership Team WCVA/PHW partnership agreement regular check-ins to monitor progress. Progress presented regularly to Board and Executive Team Engagement leads meetings

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C5: Insufficient system leadership and co-ordination with stakeholders and partners			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
	<p>A Framework for Healthcare Public Health to influence the NHS to shift systematically towards prevention and Early Intervention has been published and is being incorporated into the community by design work</p> <p>The MECC 2 Pack – a training pack to support the workforce become more preventive through use of psychological skills – has been launched and is being disseminated to the system.</p> <p>Multi-agency governance Programme Boards (e.g. Tackling Diabetes Together)</p>		

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C6: Programmes which do not support our population in achieving healthier lives			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C6.1	All programmes of work are evidence based, and key milestones are included within the Long-Term Strategy, Route Maps and the Integrated Medium-Term Plan.	<ul style="list-style-type: none"> • Integrated Performance Report • Programme Evaluations 	<ul style="list-style-type: none"> • Board and Executive Teams • Committee Programme Deep Dives • Health and Wellbeing Directorate Leadership Team

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C6: Programmes which do not support our population in achieving healthier lives			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
			<ul style="list-style-type: none"> Programme Boards

Gaps in Assurance / Action Plans for the cause C1 Poor alignment of PHW specialist resources, capabilities and programmes with our long-term strategy						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP1.1	Implementation of agreed Route Maps for priorities 1,2,3 and 4 and ongoing engagement with Welsh Government to influence provision of resources to PHW and health boards aligned to All-Wales strategies.	Route maps are required to inform IMTPs going forward which will be monitored	By developing a longer term and more coordinated approach to development and implementation of innovation and continuous quality improvement in service provision	National Director of Health and Wellbeing	31 October 2025	<p>April May 2026 Update</p> <p>IMTP agreed by Board for 2026-29. Currently being aligned to the mandate letter received from WG and due to be approved by Public Health Wales Board in March 2026.</p>
	Review alignment of resources against agreed route maps	Delivery of strategic objectives	Review will inform future allocation of resources and prioritisation.	National Director of Policy and International Health Priority leads	31 March 2026	<p>December 2025 update- Route maps have been developed and signed off by the Executive Team This will inform future planning and delivery.</p> <p>We are also reviewing key programmes to</p>

Gaps in Assurance / Action Plans for the cause C1 Poor alignment of PHW specialist resources, capabilities and programmes with our long-term strategy

Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						ensure we have the resource allocated where we need it for delivery.

Gaps in Assurance / Action Plans for the cause C2 Failure to generate the quality of evidence and supporting data to shape our influencing and delivery

Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP2.1	Agreeing a mechanism for balancing evidence and data requests between internal teams (RDD, HI R&E and programme teams) and commissioning external providers where relevant and required (dependant on capacity and skill mix)	Agreed & monitored through Divisional workplans	Coordinating requests ensures alignment with organisational priorities and avoids duplication, which can waste resources and create conflicting outputs. By distributing workload based on capacity and skill mix, you avoid overburdening any one team, ensuring timely delivery of outputs.	National Director of Health and Wellbeing National Director of Policy and International Health National Director of Public Health Knowledge and Research	31 March 2026	April 2026 update- As part of the development of the IMTP 2026-2029, ongoing discussions are taking place to understand the data support requirements to deliver our plans and mechanism for commissioning work in the future. This is being undertaken in conjunction with the DARC programme and move to NDAP.

Gaps in Assurance / Action Plans for the cause C2 Failure to generate the quality of evidence and supporting data to shape our influencing and delivery						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						December 2025 update- This work has initiated by taking most important or urgent work first. A working group has identified and progressed most important workstreams. We intend to ensure appropriate protocols are developed within the timescale. Further discussions to take place with RDD Directorate.

Gaps in Assurance / Action Plans for the cause C3 Insufficient/Ineffective public health advice, evidence and action within our remit						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP3.1	Training and development needs assessment to inform the development of a system leadership programme to build	Improved leadership confidence, behavioural change, increase joint working and partnerships and improved stakeholder feedback of our	Ensures that PHW staff and partners have the skills, knowledge, and confidence to lead collaboratively across organizational boundaries.	National Director of Health and Wellbeing	Ongoing	April 2026 update- Consultants in Health and Wellbeing continue to access coaching support as part of their

Gaps in Assurance / Action Plans for the cause C3 Insufficient/Ineffective public health advice, evidence and action within our remit						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
	capacity across PHW and partners.	programmes. Improved confidence when engaging with the public.	Strengthens the ability to influence policy, coordinate action, and drive system-wide change.			<p>development. Change training will be further embedded in 2026-27</p> <p>Discussions have commenced with Directors of Public Health on development of a public health system workforce plan and internally work has commenced to support development of the practitioner workforce in line with the job families work.</p> <p>December update 2025- Group coaching for our consultants in Health and Wellbeing has completed and we are now working on system leadership styles with consultants.</p> <p>Development opportunities to</p>

Gaps in Assurance / Action Plans for the cause C3 Insufficient/Ineffective public health advice, evidence and action within our remit						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						support staff engaging with the public (under development)

Gaps in Assurance / Action Plans for the cause C4 Ineffective engagement with and communication to partners, the public and policymakers						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP4.1	Continue to migrate ancillary websites to new Public Health Wales content management system as part of Web Transformation Programme	Benefits and mechanism for monitoring success and progress have been developed and are monitored through Web Transformation Programme Board	Providing consistent communication methods and channels that comply with relevant standards and regulations will support effective communication to partners, the public and policymakers.	National Director of Health and Wellbeing	31 March 2026	<p>April 2026 update- First set of migrations on schedule - Healthy Weight Healthy You, Help me Quit and Public Health Network Cymru migrations currently in progress completion early May 2026. Further discussions required to take forward developments within these sites as part of Web transformation BAU process.</p> <p>December 2025 update-</p>

Gaps in Assurance / Action Plans for the cause C4 Ineffective engagement with and communication to partners, the public and policymakers

Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						<p>Healthy Working Wales and Hapus websites have now been migrated. Plan for other ancillary sites has been developed and work has commenced. Expected to be completed by 31 March 2026.</p> <p>Coordinated resources on the Wider determinants of health - bringing together our evidence across the organisation and integrating it as part of our new website. Also have seconded someone into Welsh Government to assess the prevention architecture and are supporting a system wide assessment of preventive spend as well as establishment of a prevention</p>

Gaps in Assurance / Action Plans for the cause C4 Ineffective engagement with and communication to partners, the public and policymakers						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
	Development of a model for engaging with the public and third sector which enables us to have oversight of all engagement activity, share learning and reduce duplication or disjointed approaches	Measures for monitoring success and progress to be developed as part of this work	A strategic and aligned approach to our engagement activity, reducing the risk of over-engagement/engagement fatigue. Transparency of insights from previous engagement activity, improving our ability to be agile and better use community insights in our work. Better use of resources which will increase efficiency	Director of Nursing, Quality and Integrated Governance	November 2025	<p>advisory group chaired by the CMO.</p> <p>April 2026 WCVA-PHW Partnership Agreement endorsed by PHW Board Planning for PHW presence at WCVA's annual conference, Gofod3. Planning for Partnership Agreement launch 21st May 2026 event</p> <p>February 2026 A further workshop is scheduled for 4th March in which the final draft partnership agreement for PHW/WCVA will be reviewed and agree short term activities for year 1 of the partnership.</p>

Gaps in Assurance / Action Plans for the cause C5: Insufficient system leadership and co-ordination with stakeholders and partners

Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
<p>AP5.1</p>	<p>Provided strategic leadership, advice and support across primary and community care, to strengthen monitoring and evaluation activities and outputs to measure progress in the delivery of the Primary Care Model for Wales.</p>	<p>Suite of outcome measures in discussion with Welsh Government through the Strategic Programme for Primary Care</p>	<p>Health Care Services and Social Care Services will be able to deliver preventive interventions more systematically and effectively</p>	<p>Rachel Andrew, Consultant in Public Health</p>	<p>31 March 2026</p>	<p>April 2026</p> <p>We continue to work with the Community by Design workstream and have created draft prevention standards and architecture for the programme.</p> <p>February 2026</p> <p>Cluster Peer Review & Cluster Self-Reflection for 2025/26 completed; findings included in a Triangulation report which also includes information from Cluster round table sessions and Key Indicator Dashboard development. Reports going to PC Leadership group (March) and</p>

Gaps in Assurance / Action Plans for the cause C5: Insufficient system leadership and co-ordination with stakeholders and partners						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
	Strengthening strategic leadership across PHW and HB PH Teams through collaborative action and network development	Route Map and IMTP delivery		Interim Health Improvement Directors and Priority leads	Ongoing	CbD Reference & Advisory Panel / CbD Programme Board (April 2026) to inform 2026/27 CbD work programme

Gaps in Assurance / Action Plans for the cause C6 Programmes which do not support our population in achieving healthier lives						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP6.1	Undertaking a review of our preventive programmes to understand reach, access, impact and outcomes and ensuring the review identifies and implement	The outcomes measurement suite which is now being received by Board	Our programmes will be reviewed, and resources and activities targeted to evidence of highest impact, so we get better yield from investment	National Director of Health and Wellbeing	31 March 2026	April 2026 Health and Wellbeing continue to review their programmes of work. This work will inform future planning and resource

Gaps in Assurance / Action Plans for the cause C6 Programmes which do not support our population in achieving healthier lives						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
	changes/improvements to services		towards the Long-Term Strategy outcomes			<p>allocation. Work is also underway in Health Improvement to develop clusters of programmes to support join up between programmes and more effective and efficient ways of working.</p> <p>December 2025</p> <p>Healthy Working Wales has been relaunched following a quality review with a new offer. The MECC Team have been moved to Primary Care Division to ensure continued emphasis on supporting the primary care workforce to become more preventive and a new</p>

Gaps in Assurance / Action Plans for the cause C6 Programmes which do not support our population in achieving healthier lives						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
						training package for the workforce has been launched.