

Reference	Risk Management Maturity Plan Objective	What does success look like?	How will we measure success?	Progress Update	Who is responsible?	Deadline for Implementation	RAG Rated Status
1 – this objective has been re-articulated and carried forward from the previous risk management development plan	Refine the risk management architecture and make recommendations for any improvements that can be identified as a result of ongoing monitoring of best practice.	A hybrid and bespoke risk management architecture, that reflects best practice principles but considers PHWs nuanced position within the Healthcare system in Wales.	Ongoing liaison with risk management communities of practice through counterparts across Wales, engagement in peer groups such as Deputy Board Secretaries and regular contact with Internal Audit and Audit Wales to ensure an outward facing approach, taking learning from another Health Trusts, as appropriate.		Head of Risk Management	Nov 2026 will provide another opportunity for an annual review of the risk management framework, through which, this objective could be measured.	
2	Alignment between the application of Risk Appetite levels and the Scheme of Delegation, further embedding Integrated Governance principles.	A governance structure and system that reflects the reporting mechanisms required for robust assurance and allows for agency on decision making, where applicable.	We should be able to evidence robust decision making at more appropriate levels with clear scope of responsibilities for staff made explicit. The business considered at DMTs, Leadership Team, BET, Committees and the Board should all become more		Head of Risk Management  Assistant Director of Integrated Governance	July 2026	

			streamlined with a 'no surprises' approach.				
<b>3</b>	Organisational coherence of risk scoring (inherent, current and target) from front line service delivery and laboratories through to Board level.	Consistent scoring and consensus of risk levels throughout the organisation.	Risk management reporting should become more coherent across PHW, especially in relation to corporate level held risks, with Directorates able to understand the thinking behind all risk scoring, reducing discrepancies and variations. This will allow for more effective discussions on the controls, mitigating actions and sources/strengths of assurance of the risk.		Head of Risk Management  Risk Manager	<b>January 2027</b>	
<b>4</b>	Future proofing of an electronic risk management system either a part of a regional/national solution or a bespoke PHW system, ensuring that alignment between risk	Procurement of a dynamic electronic risk management system that allows for ease of use and reference to organisational performance metrics and audit outcomes, creating a one version of the	Feedback from colleagues, including members of the Board, Executive Team and other senior leaders across PHW that describes ease of use, allows for data triangulation to promote Duty of Quality		Head of Risk Management	<b>November 2027</b>	

	reporting and performance management can be realised.	truth reporting methodology and relieving the burden of administrative processes of organisational reporting.	principles and promotes the use of risk management standards as custom and practice of how PHW conducts its business.				
<b>5</b> – this objective has been followed on from the previous risk management development plan	Develop effective performance metrics or key risk indicators for the risk management system.	Coherent set of performance metrics which align to STEEEP, and Improvement and Innovation standards with a grounding in emergency preparedness, including links to organisational operational triggers.	Outward facing, proactive set of risk performance indicators that informs strategic cyclical planning processes, identification of community/population-based risks and using that data to inform organisational plans to address key priorities and objectives. PHW will be able to flex to the needs of the population alongside ensuring that Ministerial Priorities and IMTP commitments are achieved.		Head of Risk Management Risk Manager	<b>March 2028</b>	