

# Strategic Risk Register

<b>Risk 3</b>	There is a risk that we will not manage organisational change well, caused by multiple change programmes being implemented simultaneously, but in isolation, and insufficient time to effectively engage an exhausted workforce, resulting in high levels of sickness absence, vacancies, staff turnover and stress.
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Sponsor and Assurance Group	
<b>Executive Sponsor</b>	Director of People and Organisational Development
<b>Assuring Group</b>	People and Organisational Development Committee

Inherent Risk							
<b>Date</b>	11/05/2022 (reviewed 07.09.22)	<b>Likelihood:</b>	<b>5</b>	<b>Impact:</b>	<b>5</b>	<b>Score:</b>	<b>25</b>

Risk Score			Risk Decision			Delivery Confidence Assessment	
<b>Current Risk</b>		<b>15</b>	<b>Target risk</b>		<b>Treat</b>	<b>Amber</b>	
<b>Likelihood</b>	<b>Impact</b>		<b>Likelihood</b>	<b>Impact</b>			
<b>3</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>9</b>			

DCA RAG	DCA Description
<b>Green</b>	High degree of confidence exists that the controls and actions identified will mitigate the risk to the required level.
<b>Amber</b>	It is feasible that the controls and actions identified will mitigate the risk to the required level but issues remain outstanding that require addressing.
<b>Red</b>	There is little confidence that the controls and actions identified will mitigate the risk to the required level.

## Risk Owner's Overview Assessment Status

It is recognised that a number of functions play a material role in the effective management of change. People & OD have a key role, together with Strategy & Planning; in addition to the critical role of line managers in leading and handling change effectively.

There are a large number of change programmes currently planned and already underway within the organisation.

Although there are many measures already in place in relation to managing sickness, staff well-being, as well as the OCP process, it is recognised that until we move to a more controlled system for the commissioning and monitoring of change programmes, there will continue to be some risk that we will not be able to manage organisational change as well as we would like, due to over commitment.

# Strategic Risk Register

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 3.1	Partnership working with Trade Union's to engage at informal and formal stages of change and working with change leads to support initiatives	Director of People and Organisational Development	Appointment of 2 dedicated change Trade Union representatives to support change initiatives	X				
			Organisational Change Policy provides a framework to undertake change including staff engagement	X	X			
			Papers and Minutes to demonstrate the provision of updates to Local Partnership Forum, Joint Medical & Dental Negotiating Committee, Business Executive Team and People & Organisational Development Committee			X	X	
SR 3.2	Strategic Priorities in relation to planned change have been identified in the Integrated Medium Term Plan (IMTP)	All Executive Directors	Papers and Minutes to demonstrate regular review via Project Boards to monitor progress and impact on workforce	X	X	X	X	
		Deputy Chief Executive and Director of Operations & Finance	Minutes of monthly meetings to review IMTP progress		X			
SR 3.3	A People & Organisational Development Organisational Change Policy change tracker in place to identify changes as they are initially discussed in order to identify planning and resourcing implications	Director of People and Organisational Development	Monthly meeting to demonstrate change initiatives discussed and monitored regularly with Partners and Trade Union Change Leads		X			
			Local Partnership Forum quarterly				X	
SR 3.4	Provision of change master classes to managers by external provider	All Executive Directors	Provision of change master classes to managers	X	X			
			Change toolkit available to support managers	X	X			
SR 3.5	Managing Attendance at Work proactively supported by People & Organisational Development Advisor team	All Executive Directors	Managing Attendance at Work Policy provides framework to support sickness absence management	X	X			
			Mandated manager training delivered locally	X	X			
			Directorate and Divisional Assurance Dashboards provide key insights to be acted upon by line managers with advice and support from People & Organisational Development.	X	X	X		
SR 3.6	Wellbeing provision in support of staff experiencing anxiety of change	Director of People and Organisational Development	Employee Assistance Programme	X	X			
			Occupational Health Provision	X	X			
			Minutes demonstrating directorate action plans monitored at Health & Safety Meetings	X	X			
			Staff wellbeing survey	X	X	X	X	

## Strategic Risk Register

Action Plan No.	Gaps in controls	Action Plan	Exec Director	Due Date	Progress
AP 3.1	No clear picture or process of measuring / controlling the amount of change planned across the wider organisation and the impact this has for People &OD	Work being undertaken by Strategic Planning and Performance teams will allow greater understanding of planned changes and its impact.	Deputy CEO and Director of Operations and Finance	30/09/2022	Update 07/09/2022 – Action completed.  Feasibility Report giving recommendations to Strategic BET on the 14 June 2022 followed up by monthly updates thereafter.  Workshop scheduled for August 2022 for enablers to discuss the future scoping and commissioning of change programmes.
		Oversight and informed decision making on proposed future change programmes	All Executive Directors	31/03/2023	Update 07/09/2022 - Workshops scheduled for September 2022 for enablers to discuss the future scoping and commissioning of change programmes
		Ensure the People & OD section of the IMTP fully reflects the change priorities for the period of the IMPT	Director of People and OD	31/03/2023	Due date reflects new planning cycle date
AP 3.2	Expertise and understanding of how to lead change, whilst minimising the negative impact on staff	Development and delivery of a ‘Managing Change Effectively’ programme, targeting People Managers) to increase their capability in change management skills in support of organisational change	Director of People and OD	31/03/2023	Linked to IMTPM_317
AP 3.3	Incomplete Directorate workforce plans	Develop and deliver training and support to build the skills of managers in planning, predicting and identifying workforce supply and demand. Includes roll out of Strategic Workforce Planning training and supporting resources from HEIW	Director of People and OD	30/09/2022	Update 07/09/2022 - Directorate Workforce Planning Sessions led by the Strategic Resourcing and Workforce Planning Manager are being scheduled with Directorates SMT’s including Finance and People & OD Partner to initiate workforce planning activity  IMTPM_320
		Integration of change management requirements in Directorate and Divisional Workforce Plans	All Executive Directors	31/03/2023	Update 07/09/2022 - Linked to above action as well as LTS refresh work
AP 3.4	Lack of agreed organisation design principles and process for commissioning and resourcing of organisational change work	Develop an agreed approach to organisation design, commissioning and resourcing of organisational change work for subsequent implementation	Director of People and OD	31/03/2023	Update 07/09/2022 - Initial scoping meetings scheduled for September 2022  IMTPM_321

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AP 3.5	Varied levels of staff engagement and involvement in change processes	Proactively involve staff in informal engagement and co-creation of change as an essential part of OCP activity for all new change initiatives	All Executive Directors	Ongoing	Update 07/09/2022 - In progress being developed initiative and initiative
AP 3.6	Varied levels of engagement with TU colleagues at national level	Continue to strengthen relationships with national TUs to improve the culture of partnership working in PHW	Director of People and OD	Ongoing	Update 07/09/2022 - In progress strengthening TU and POD working relationships in support of organisational change; building upon what has already started through dedicated Lead Change TU reps

# Strategic Risk Register

<b>Risk 4</b>	There is a risk that we are unable to attract and retain the required professional workforce caused by skill shortages and increased pressures on staff, which has been exacerbated by the Covid-19 pandemic, resulting in there being insufficient capability and capacity to deliver our plans
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Sponsor and Assurance Group	
<b>Executive Sponsor</b>	Director of People and Organisational Development
<b>Assuring Group</b>	People and Organisational Development Committee

Inherent Risk							
<b>Date</b>	11/05/22	<b>Likelihood:</b>	<b>5</b>	<b>Impact:</b>	<b>5</b>	<b>Score:</b>	<b>25</b>

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<b>Likelihood</b>	<b>Impact</b>		<b>Likelihood</b>	<b>Impact</b>					
3	5	15	3	3	9				

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## Risk Owner's Overview Assessment Status

The implementation of our People Strategy as well as our Strategic Equality Plan remain crucial to our ability to manage this strategic risk. With data insights taken from recruiting, leavers (exiting), movers (internal) and promotions, etc. there will be a continuous view of the current position.

Our divisional / directorate workforce plans must be robust ensuring we understand our current talent, i.e. those in place to deliver now and what our future internal talent looks like. Where future talent does not exist within the organisation, there will need to be strategies to ensure gaps do not open up and leave the organisation vulnerable to failing to deliver.

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SR 4.1	People Strategy	Director of People and Organisational Development	Bi annual progress reports to BET and PODCOM			X	X	
SR 4.2	Directorate and Divisional Workforce Plans supported by P&OD BPs	All Execs	Workforce challenges and related workforce plans to address workforce issues are set out in IMTP narrative and workforce planning returns	X	X	X		
			Regular reporting and review, e.g. quarterly, is encouraged via SMT/ DLT / directorate performance reviews	X	X			
			Annual update via IMTP cycle			X	X	
SR 4.3	My Contribution/ Career development and Performance Check-ins	All Execs	Quarterly and monthly organisational and directorate level reporting and Performance Assurance Dashboard		X	X	X	
SR 4.4	Directorate and Divisional Assurance Dashboards providing key insights to be acted upon linked to workforce plans	All Execs	Directorate performance reviews	X	X			
			Active use of recruitment data	X	X			
			Analysis of Starter and Leaver data	X	X			

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Action Plan No.	Gaps in controls	Action Plan	Exec Director	Due Date	Progress
AP 4.1	Develop robust workforce plans	Establish succession plans throughout the organisation for key roles	Director of People & OD	30/12/2022	<b>Update 06/09/2022</b> - Last year's process has been critiqued and is currently undergoing further development. We are on track to meet the original target date.
		Establish more detail of the workforce required to deliver our refreshed long-term strategic plan, including role mix, grade mix, skill mix, and placement of roles in the wider Public Health system	Director of People & OD	30/12/2022	<b>Update 06/09/2022</b> - This data will be gathered as part of the workforce planning project. Dates are now in diaries for POD and Directorate leads to establish directorate workforce plan.
		Develop clear plans for addressing scarce and emerging skills in line with local and national shortage specialities and forecast gaps between skills supply and demand	Director of People & OD	31/03/2023	<b>Update 06/06/2022</b> - The data derived from the workforce planning exercise will shape plans in this area. We are also strengthening links with HEIW to ensure we adopt a whole system approach.
		Work with our partners to raise awareness of and widen access to careers in Public Health, e.g. through advanced apprenticeships or other non-graduate routes (to expand our supply of suitably experienced candidates and increase participation and progression from under-represented groups).	Director of People & OD	31/03/2023	<b>Update 06/09/2022</b> - We are making steady progress on this with a number of Directorates hosting apprentices and graduates.
		Increase the number of placements, secondments, honorary contracts and joint posts spanning organisation boundaries, increasing skills transfer in both directions	Director of People & OD	31/03/2022	<b>Update 06/09/2022</b> - As above.
AP 4.2	Ensure PHW's employment offer helps retain top performers and attract the best external talent.	Develop a compelling employee value proposition and employer brand for social media and recruitment advertising whilst ensuring the lived experience matches the promise.	Director of People & OD	31/03/2023	<b>Update 06/09/2022</b> - The tender process completed at the end of August and we have secured a partner to work with on this project.