

Risk Identifier				Risk Description			Inherent Risk			Risk Scoring				Risk Action Plan									
Risk ID	Domain	Date	Lead Executive	Directorate (if applicable)	Risk Description (There is a risk that...)	Cause (This will be caused by...)	Effect (The impact will be...)	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
206	Safety / Legislative	17/07/2015	Director of People and Organisational Development	Workforce and Organisational Development Directorate Wide	Risk that individual and team performance and development is not aligned with the organisation's strategic and operational priorities	Appraisal processes (MYC and Job Planning) not being sufficiently embedded and strategic development needs not being adequately addressed (e.g. through workforce planning and education commissioning).	Non-delivery of long-term strategy.	4	4	16	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	4	3	12	→	Treat	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 My Contribution - Undertake Quality audits (planned)	31/12/2022	Completed Planned - deferred from 2020	1	3	3	Update 10/08/22 - core suite of statutory and mandatory training compliance remains just above the Welsh Government target of 85% continues to be at risk of falling below, as well as showing any significant improvement. People and OD are providing two ESR drop in sessions per month, for anyone experiencing issues accessing e-learning, and these sessions are well attended. Update 04/02/22 - as per performance data, compliance levels remain relatively static - data reported to BET and Board and work ongoing to improve compliance in 'hot-spot' areas. 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 months. 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 months Update 10/08/22 - a review of My Contribution is underway and will include a quality audit by 31/12/22. Update 4.11.21: quality audit deferred during pandemic but will be completed in Q1 22/23 following end of year appraisals Update 04/02/22 - as previous update, audit deferred.
301		07/05/2022	Director of People and Organisational Development	People and Organisation Development	There is a risk that we will not deliver our IMTP due to challenges involved in securing resources at the right time, at the right cost, with the right skills	Tight labour market conditions. Challenges of establishing meaningful workforce plans across all directorates. Systems and processes which are inefficient and cumbersome. Lack of investment in digital capability and complexity of all Wales projects impacting/feeding into this work	Inability to deliver on our IMTP objectives. Increased pressure on existing resources. Increased turnover and sickness levels. Inability to attract staff to PHW as not perceived as a great place to work.	4	4	16	Deliver work outlined in Business Improvement plan Completion of costed / signed off workforce plans by all Directorates Strengthened links with academia to ensure strong pipelines of talent Delivery of Employee Value Proposition (As outlined in IMTP)	3	4	12		Treat	Key processes triggering changes to establishment have now been mapped. Further discussion planned with key stakeholders to sign off early September Additional capacity to process JD's now in place and improvement plan on JE process is in place and being worked to. Tender process for EVP work now complete and selection takes place w/c 15th Aug 2022 Directorate workforce planning workshops to be held in September, with targeted sign off on directorate plans in January 2023	30/09/2022 15/08/2022 28/01/2023	 Completed	2	4	8	Update 06/09/2022 - Meeting with DOF arranged for 8th April. Sign off workshop on improved process scheduled for 27th September Update 08/09/2022 - NWSSP continue to support us with evaluating JD's when required and we are working with the Business Leads group to create a JD library using the All Wales JD template. Job Evaluation training is being held at the end of September, where we have both management and staff side representatives attending. Update 06/09/2022 - Following a successful tender process we have now appointed a professional consultancy organisation who specialise in EVP's (Dragonfish) to work with us to deliver the project. The contract commences in September 2022. Update 06/09/2022 - Following a workshop with key stakeholders, final tweaks have been made to the toolkit to achieve closer alignment with the strategic planning process. On target w/c 19 th September as originally planned.