

Risk Identifier				Risk Description			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...)	Inherent Risk			Current Risk			Risk Decision	Action Plan	Due date	Status of Action	Target Risk			Progress	
								Likelihood	Impact	Risk Level	Likelihood	Impact	Risk Level					Trend	Likelihood	Impact		Risk Level
286	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	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 01/05/23 BET approval to embed the WHIWB principles in policy was achieved in February and the MYC policy will now be reviewed of part of this work  Update 01/04/23 - as per 01/03/23 Update 01/03/23 - the review of MYC has now been delayed as a result of WHIWB but will be part of the policy review process resulting from the pilot
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  Lack of investment in digital capability and complexity of all Wales projects impacting/feeding into this work	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	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	Completed  Completed  Ongoing		4	8	Update 27/4/23 A revised target date of end of June 2023 has been set. Update 1/4/23 Work on this project has been delayed due to staff absence. This has resulted in delivery of electronic form being delayed until the end of April 2023  Update 1/4/23 We are still waiting for confirmation of final sign off of new template at an all Wales Level. Update 1/4/23 We are still waiting for confirmation of final sign off of new template at an all Wales Level. Update 01/03/23 - The rollout for the new All Wales JD templates and guidance has been delayed until April 2023  Update 27/4/23 The People promise was presented to PODCOM in April 23 and received positive feedback. A draft implementation plan has also been developed. Work is now being developed to ensure a joined up narrative is in place to support the relaunch of the refreshed strategic plan. Update 1/4/23 A draft people promise (EVP) has been designed and has been tested with key stakeholders. The first phase of the plan has been completed and will be presented to PODCOM for assurance on the 18th of April. Update 01/03/23 - all actions being delivered to plan. Update 01/02/23 an update on EVP was presented to PODCOM on the 12 January. all actions being delivered to plan.  Update 27/4/23 Work on WFP will continue through to the end of this year. Phase 1 (data gathering) is now complete and intervention plans (to close and gaps and strengthen pipelines) will now be developed with individual directorates. Update 1/4/23 Work on WFP will continue through to the end of this year. Phase 1 (data gathering) is now complete Update 01/03/23 - To undertake a complete workforce planning approach a data cleansing exercise will be undertaken during the next financially year in collaboration with Finance colleagues at a time to be agreed that will impact the organisation. At this moment in time, data has been captured upon a significant number of the organisations critical posts of which, having now met with the majority of the directorates, the development of interventions through bespoke Directorate Action Plans will begin in April.