

Strategic Risk Register

Risk 4	<p>Risk of: Worsening organisational health</p> <p>Due to: Lack of effective organisational leadership and governance, progress towards ideal culture, ability to engage employees.</p> <p>Impact: Inability to recruit and retain high calibre staff, performance manage accountable officers in pursuit of strategic priorities, low staff morale and wellbeing.</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:</p> <p>3) Promoting healthy behaviours [Willing]</p>
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Risk Owner's Overview Assessment Status
<p>All actions identified to address gaps in controls are progressing and on target for delivery by the due date.</p> <p>The Public Health Wales Annual Quality Report was published on the public intranet in July. A Leadership Forum session on quality was held in July and a Spotlight event on quality took place, available to all staff.</p> <p>The proposal for a Quality Oversight Group and terms of reference were discussed and agreed with all PHW Directorates on the 25 July and a fully operational group will be in place by the end of September 2024.</p> <p>In July, the Covid-19 Module 1 report was published and PHW's internal Covid-19 learning event continued. We remain confident in our wellbeing provision but will continue to monitor the needs of our staff and respond.</p> <p>The full evaluation of the 2023 Staff Survey, triangulated with other data sets, was presented to BET in July and assurance provided to PODCOM. This Staff Survey results be a key input to the development of a single strategic approach to employee engagement and action plan for how it will be delivered which is a 2024-25 IMTP commitment. The Staff Survey ran in Autumn 2023 and factors outside of PHW's control resulted in significant delays to the results.</p> <p>The contract for the future provision of leadership and management development will shortly be awarded and this work will enter the design phase with the first cohorts taking place in 2024-25.</p>

Sponsor and Assurance Group	
Executive Sponsor	Neil Lewis, Director of People and OD Contributors: Claire Birchall, Executive Director Quality and Nursing Huw George, Deputy Chief Executive and Exec Dir Ops and Finance Paul Veysey, Board Secretary and Head of Board Business Unit
Assurance Group	People and Organisational Development Committee

Inherent Risk							
Date	16/5/23	Likelihood:	5	Impact:	5	Score:	25

Risk Score					Risk Decision			
Current Risk			Target Risk			Treat		
Likelihood	Impact		Likelihood	Impact				
4	4	16	3	2	6			

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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 4.1	Compliance with Information Governance policy and supporting procedures	Executive Director Quality and Nursing	IG performance report			X		
			Information Governance toolkit			X		
			Information Governance Group assurance to Audit and Corporate Governance Committee			X		
			Information Asset Register			X		
SR 4.2	Compliance with Risk Management policy, procedure and other written control documents (protocol)	Executive Director Quality and Nursing	Assurance reports on Strategic Risks					X
			Strategic Risk Register and Corporate Risk Register reports to Board				X	X
SR 4.3	Planned People and OD Committee Meetings to review progress v plan (including dashboard data on workforce trends) and consider emerging threats	Neil Lewis, Director of People & OD	PODCOM Minutes from meetings				X	
SR 4.4	Refreshed Long Term Strategy	Deputy Chief Executive and Exec Dir Ops and Finance	IMTP Reporting process			X		
SR 4.5	People Strategy and IMTP	Neil Lewis, Director of People & OD	Reporting against IMTP Milestones			X		
SR 4.6	Compliance with Standing Orders, Scheme of Delegation and Board Etiquette Protocol	Paul Veysey, Board Secretary and Head of the Board Business Unit	Internal Audit Audit Wales Annual Accountability Reporting to Welsh Government					X X X
SR 4.7	Ongoing review and development of a wellbeing provision which meets the needs of all staff including those affected by the Covid-19 Public Inquiry	Neil Lewis, Director of People & OD	Strategic Risk Register Staff Survey		X	X	X	X

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Action plan No.	Gaps in controls	Action Plan	Exec Director	Due Date	Progress
AP 4.1	Organisational-wide Records Management System	Design and implement Records Management System across organisation	Executive Director Quality and Nursing	March 2025	<p>July 2024: Remains on target.</p> <p>June 2024: On target as per programme plan Policy and Procedure signed off and published. All directorates have been engaged and site work continues to develop both secure and open spaces, this includes the NHS Executive. The solution for Staff Records has also been agreed, some discovery work is still ongoing for functionality, but this element should be completed by end of September and the site will be ready for the documents to begin to be deposited. Assurance Report conducted by Strategic Planning and Performance has given a projected outcome of Amber/Green and this has been presented to BET.</p> <p>December 2023: On target</p>
AP 4.2	Standardised approach to Governance and Quality Management	Implement Duty of Quality and supporting governance and infrastructure	Executive Director Quality and Nursing	August 2024	<p>July 2024 Annual Quality Report published on the public internet. Delivered a Leadership Forum session on 15.7.24</p>

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					<p>Focusing on Quality and a Quality Management system and a Spotlight on quality held on session on 23.7.24 for all PHW to access. The proposal for a quality oversight group and Terms of reference discussed and agreed with all PHW Directorates on 25.7.24 planned to start a fully operational group by September 24.</p> <p>June 2024 AQR complete and published. Presentation of QOS and QMS next steps to Leadership Forum July 2024 Recruitment to significant gaps in I&I Hub transition.</p>
		Implement year 2 of Integrated Governance implementation plan	Executive Director Quality and Nursing	March 2024	<p>July 2024 On target as per IMTP and workplans</p> <p>March 2023 On target.</p>
		Identify measures to track progress against the actions agreed to close the gap between current and ideal culture and increase employee engagement and create a dashboard to provide insight and assurance (2024-25 IMTP commitment).	Neil Lewis -Director People and OD	March 2025	<p>July 2024 On target. Procurement approval being progressed for spend to assess a sub-set of cultural styles using the Organisation Culture Inventory (OCI).</p> <p>June 2024</p>

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					On target.
		Develop a strategic approach to employee engagement which responds to the results of the 2023 employee survey and an action plan for how this will be delivered. (2024-25 IMTP commitment).	Neil Lewis -Director People and OD	December 2024	<p>July 2024 On target. Full evaluation of staff survey data presented to BET 10.07.24 and assurance provided to PODCOM 09.07.24.</p> <p>June 2024 On target.</p>
		Publish a refreshed People Strategy (2024-25 IMTP commitment).	Neil Lewis -Director People and OD	March 2025	<p>July 2024 On target.</p> <p>June 2024 On target.</p>
AP 4.7		Establish a clear vision outlining the function of job families within PHW (2024-25 IMTP commitment).	Neil Lewis -Director People and OD	Sept 2024	<p>July 2024 On target.</p> <p>June 2024 On target.</p>
AP 4.8		Establish a workforce planning process and framework including clear roles and responsibilities (2024-25 IMTP commitment).	Neil Lewis -Director People and OD	March 2025	<p>July 2024 On target</p> <p>June 2024 On target.</p>