

Strategic Risk Register

Risk 4	<p>Risk of : Worsening organisational health, and an inability to recruit and retain high calibre staff, performance manage accountable officers in pursuit of strategic priorities, low staff morale and wellbeing.</p> <p>Due to: Lack of organisational leadership and governance, progress towards ideal culture, ability to engage employees</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level: 3) Promoting healthy behaviours [willing]</p>
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Risk Owner's Overview Assessment Status
<p>The organisation is implementing QOS incorporating governance system mapping and controls and has actions in place to mitigate the risk and close the gaps in assurance.</p> <p>POD have clear actions in the 2024-2025 IMTP which relate directly to this risk, i.e. publishing an updated People Strategy, developing a strategic approach to employee engagement, and identifying measures to track progress against the actions agreed to close the gap between current and ideal culture and increase employee engagement. Workforce planning is also part of the IMTP deliverables and a critical component in addressing this risk.</p> <p>Collaborative working between Planning, POD and Communication functions will contribute to improved methods to launch, land and embed related products/messaging and thereby increase engagement. A Leadership Forum has been established and will meet quarterly in future. A quarterly update on Organisation and People Development and Engagement has been built into the Leadership Team forward look.</p> <p>In 20203-2024 two cohorts completed a pilot Leadership and Management Development Academy and Leading with Impact workshops took place for all people managers, which together with other actions outlined in this plan will support improved leadership, management and engagement. The programme of work targeted at transforming leadership and management will continue throughout 2024-2025 and beyond and is the subject of a 2025-2026 IMTP commitment.</p> <p>Our Board and Committees are constituted in accordance with our Standing Orders and Scheme of Delegations. The functions of the Board are delivered in line with the Board Etiquette Protocol with external assurance from Audit Wales on performance. There is a robust and dynamic wellbeing provision in place designed to respond to the needs of all staff including those impacted by the Covid-19 Public Inquiry, including an organisational debrief process.</p>

Sponsor and Assurance Group	
Executive Sponsor	Neil Lewis, Director of People and OD Contributors: Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals 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

Strategic Risk Register

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

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 4.1	Compliance with Information Governance policy and supporting procedures	Executive Director of 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 of 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

Strategic Risk Register

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 of Quality and Nursing	March 2025	December 2023: On target
		Approved Records Management policies and procedures	Executive Director of Quality and Nursing	March 2024	December 2023: Consultation process has concluded and policy and procedure are progressing through the approval process. Amend due date to 30/03/24.
AP 4.2	Standardised approach to Governance and Quality Management	Implement Quality as an Organisational Strategy	Director for NHS Quality Improvement and Patient Safety	August 2024	<p>February 2024: On target. Joint ET/LT meeting on 5 February reviewed progress to date and used QMS to review 2 case studies. Agreed that ET would take the QMS methodology forward and discuss opportunities to utilise in BET meetings/review of the IMTP.</p> <p>December 2023: On target. Work is progressing to integrate the principles of QOS into work already underway in PHW following a review of the implementation approach in the Summer. Examples include integration into the IMTP planning process; integration with the work on organisational design</p>

Strategic Risk Register

					<p>principles; alignment with work following the culture survey; support to the stage 2 project to iterate the PAD; and support from the I&I hub to tier 1-3 projects as required. A workshop to further develop our macro and meso system maps has progressed this work and a series of further support sessions will be rolled out in January. The workshop also provided an opportunity to bring together all the QOS leadership activities we have been working on to begin viewing as a Quality Management System. A joint BET/LT SBET to share progress & next steps is planned for February 2024.</p>
		Implement year 2 of Integrated Governance implementation plan	Executive Director of Quality and Nursing	March 2024	<p>March 2023 On target</p> <p>December 2023 On target</p>
4.3	Planned People and OD Committee Meetings to review progress v plan (including dashboard data on workforce trends) and consider emerging threats	Establish a high-level plan which will deliver desired culture (to include communication and engagement aspects)	Neil Lewis -Director People and OD	March 2024	<p>May 2024 Complete. Assurance provided to PODCOM April 2024. Assurance on delivery of the high-level plan to be provided to PODCOM.</p> <p>March 2024 On target. Discussed at SBET in Jan, follow up scheduled for March.</p>

Strategic Risk Register

			Develop KPIs to measure how well Managers are engaging their direct reports and use these as part of regular 1-1 reviews.	Neil Lewis -Director People and OD	March 2024	<p>May 2024 Complete. Regular assurance provided to PODCOM. New action added in row below to further address gap in control in 2024-25.</p> <p>March 2024 On target. Deep dive into HPSS at Feb PODCOM meeting.</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.	Neil Lewis -Director People and OD	March 2025	<p>May 2024 New action to further address gap in control for 2024-25</p>
AP 4.5	People Strategy and IMTP		Development of a strategic and systemic approach to employee engagement	Neil Lewis -Director People and OD	March 2024	<p>May 2024 Work programmed for 2024-25 on culture, values and behaviour, leadership and management development and increasing engagement is complete. New action added below to further address gap in control in 2024-25.</p> <p>March 2024 On target. Includes proactive work to increase engagement with the staff survey.</p>
			Develop a strategic approach to employee engagement which responds to the results of the 2023	Neil Lewis -Director People and OD	December 2024	<p>May 2024 New action added to address gap in control in 2024-25. Delivery date driven by successive delays</p>

Strategic Risk Register

		employee survey and an action plan for how this will be delivered			to receipt of staff survey data. Meantime action is being taken at an organisational and directorate level in response to the culture survey.
		Systematic reviews of Staff survey responses and delivery of action plans	Neil Lewis -Director People and OD	March 2024	<p>May 2024 2023 staff survey data continues to be subject to delay and is currently not available. Recommend this action is closed and integrated with the action in the row above as per March update.</p> <p>March 2024 Successive delays mean 2023 staff survey data which is a key input won't be available until late March. Delivery to be rolled into next year's IMTP commitments.</p>
		Publish a refreshed People Strategy	Neil Lewis -Director People and OD	March 2025	<p>May 2024 New action to address gap in control in 2024-25.</p>
AP 4.6	Ownership of organisation wide Workforce Planning process to ensure delivery of capacity and capability risks addresses	Directorates to commit to Workforce Planning process and take action to close workforce risks	Neil Lewis -Director People and OD	March 2024	<p>May 2024 Complete. New action added in row below to address gap in control in 2024-25</p>

Strategic Risk Register

					March 2024 On target (IMTP commitment IMTPM_209)
AP 4.7		Establish a clear vision outlining the function of job families within PHW	Neil Lewis -Director People and OD	Sept 2024	May 2024 New action to address gap in control in 2024-25.
AP 4.8		Establish a workforce planning process and framework including clear roles and responsibilities	Neil Lewis -Director People and OD	March 2025	May 2024 New action to address gap in control in 2024-25.