


Risk Reference and Link to Strategic Priority	Risk Description			
SRR2 Strategic Priority <i>“Enabler Risk and incorporates all Strategic Priorities.”</i>	<p>There is a risk that: The organisation could experience poor organisational health.</p> <p>Caused by:</p> <ol style="list-style-type: none"> 1. Ineffective organisational leadership and governance 2. Lack of progress towards our ideal organisational culture 3. Inability to appropriately engage, develop and enable our people to deliver our Long-Term Strategy 4. Lack of adequate capacity or capability to deliver BAU/IMTP/SP route maps and flexibility/ adaptability/ readiness for change. This includes capacity and capability for change management and benefits realisation in light of the significant change agenda particularly in the digital and data space. 5. Lack of integrated and strategic workforce planning <p>Resulting in: diminished ability to deliver strategic priorities, reduced adaptability and innovation, poor attraction, engagement and retention, and erosion of stakeholder confidence.</p>			
Executive Director Sponsor	Director of People and Organisational Development			
Assuring Committee	People and Organisational Development Committee			
Trend	Current Position of Risk Including Risk Appetite and Risk Decision	Position Statement – Executive Director Update		
 <p>9 — 9 — 9</p> <p>August Septe... October</p>	<table border="1" data-bbox="481 949 1256 1077"> <tr> <td data-bbox="481 949 728 1077">Willing</td> <td data-bbox="736 949 1256 1077">PHW is eager to be innovative and take on a high level of risk, but only in the right circumstances.</td> </tr> </table> <p>Current Score = 9 Target Score = 6 Therefore, within risk appetite tolerance level.</p>	Willing	PHW is eager to be innovative and take on a high level of risk, but only in the right circumstances.	<p>Progress continues in addressing the risk of poor organisational health through a co-ordinated programme of strategic actions aligned to our IMTP commitments.</p> <p>Key developments include:</p> <ul style="list-style-type: none"> • Implementation of a culture pulse survey to determine progress since the full Organisational Culture Inventory assessment in 2023. Results will be shared with the Executive team during October. The response rate increased from 423 in 2023 to 852. • The People Strategy 2035 implementation plan is on track for delivery at the end of Q3 as per
Willing	PHW is eager to be innovative and take on a high level of risk, but only in the right circumstances.			

		<p>the IMTP commitment. The implementation plan will set out the road map for delivering our five people strategy themes and unify our Long-Term Strategy and People and OD approaches. Assurance will be provided to PODCOM on the 14th of October.</p> <ul style="list-style-type: none">• The Leadership and Management Academy has successfully completed 3 cohorts, a further 3 are underway and nominations are currently being sought for 3 more, supporting our ambition to strengthen leadership capability and confidence at all levels.• Work has commenced on scoping improvement in the provision which targets the development of basic management skills, with the intention of piloting in priority areas of the organisation.• Progress has been made with embedding Strategic Workforce Planning in the Integrated Planning process.• Ongoing work to embed the Duty of Quality and standardised governance practices, and assessment of our organisational approach to equalities work. <p>We continue to monitor progress, with a view to reassessing the risk score and consideration will be given to this as part of the discussions about the culture pulse survey results.</p>
--	--	--

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹
C1: Ineffective organisational leadership and governance

Control Reference	Internal Control	Internal Sources of Assurance	How/When is it monitored?
C1.1	<p>The refreshed Long-Term Strategy, Strategic Priority Route Maps and Integrated Medium-Term Plans (IMTP), provide clear strategic direction and are monitored through regular reporting cycles.</p> <p>Targeted and regular development of the Business Executive Team (BET) to enhance strategic oversight and decision-making.</p> <p>A systemic programme of work which will increase leadership and management skills, capacity and confidence including formal learning.</p> <p>Compliance with Standing Orders, Scheme of Delegation, and Board Etiquette Protocol.</p> <p>Implementation of an organisation-wide Records Management system.</p> <p>Embedding the Duty of Quality and standardised governance practices.</p>	<ul style="list-style-type: none"> • BET/Board minutes • IMTP reporting • PODCOM minutes • Internal Audit and Audit Wales reports 	<ul style="list-style-type: none"> • Regular BET/Board meetings • Ongoing IMTP milestone tracking • Regular PODCOM meetings • Annual accountability reporting to Welsh Government

¹ Three Lines of Defence Model

First – Operational Management control of organisational risks

Second – Risk management and compliance functions, reporting to senior management

Third – Internal audit to provide assurance.

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹
C1: Ineffective organisational leadership and governance

Control Reference	Internal Control	Internal Sources of Assurance	How/When is it monitored?
	Assessment of our organisational approach to equalities work.		

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹
C2: Lack of progress towards our ideal organisational culture

Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C2.1	<p>Use of the Organisation Culture Inventory (OCI) to assess progress against cultural priorities.</p> <p>A Cultural Narrative which articulates the desired organisational culture and values. Championed by a network of Cultural Advocates across the organisation.</p> <p>Agreement of a strategic and integrated approach to improving staff experience with a focus on embedding behaviours that align with the ‘Being Our Best’ framework and fostering a psychologically safe and inclusive environment.</p>	<ul style="list-style-type: none"> • Staff Survey and OCI results • IMTP reporting 	<ul style="list-style-type: none"> • Employee engagement measures developed in 2024-2025 • Annual staff survey • OCI progress tracking (Culture Pulse survey in Q2 2025/26) • Ongoing IMTP milestone tracking

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹
C3: Inability to appropriately engage, develop and enable our people to deliver our Long-Term Strategy

Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C3.1	<p>A strategic approach to engagement, and a comprehensive approach to workforce development, underpinned by the People Strategy and Strategic Workforce Planning (SWFP) framework.</p> <p>Learning and development needs are identified through annual reviews and SWFPs, ensuring alignment with organisational goals. These are supported by a comprehensive learning and development offer.</p>	<ul style="list-style-type: none"> • Learning and development records • Staff survey insights • SWFPs • IMTP reporting 	<ul style="list-style-type: none"> • Performance Assurance Reporting • Annual staff survey • Regular review of SWFPs/ workforce actions • Ongoing IMTP milestone tracking

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹
C4: Lack of adequate capacity or capability to deliver BAU/IMTP/SP route maps and flexibility/ adaptability/ readiness for change

Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C4.1	<p>Change management support for Tier 1 and 2 organisational change provided by the Programme/Project Management Office and People and OD.</p> <p>Change is delivered in partnership with Trade Unions.</p> <p>Learning and development and supporting guidance for change management, as well as support for those going through change.</p>	<ul style="list-style-type: none"> • IMTP reporting • Change programme boards • Local Partnership Forum / Joint Medical and Dental Negotiation Committee minutes • Training compliance from PMO • Change programmes have benefits realization as a standard reporting outcome. 	<ul style="list-style-type: none"> • Ongoing IMTP milestone tracking • Regular programme progress reporting • Regular partnership working meetings • Audit against PMO standards and SOPs • Gateway reviews • Narrative from staff survey on experience of being part of a change programme.

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹
C4: Lack of adequate capacity or capability to deliver BAU/IMTP/SP route maps and flexibility/ adaptability/ readiness for change

Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
	<p>Organisational change work is embedded within the IMTP, designed to enable effective delivery of both business-as-usual and strategic initiatives.</p> <p>PMO provide specific training and support on benefits realisation and how this can be implemented and progressed throughout PHW.</p>		

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹
C5: Lack of integrated and strategic workforce planning

Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C5.1	<p>An established Strategic Workforce Planning (SWFP) process and framework, including clear roles and responsibilities. The framework is designed to align with the timeframe of the Long-Term Strategy.</p>	<ul style="list-style-type: none"> • SWFPs • IMTP reporting 	<ul style="list-style-type: none"> • Regular review of SWFPs/ workforce actions • Ongoing IMTP milestone tracking

Gaps in Assurance / Action Plans for the cause C1

Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP1.1	Deliver a systemic programme of work which will increase leadership and management skills, capacity and confidence (IMTP Q4).	IMTP milestone reporting Participation rates Evaluation feedback Framework adoption	Builds leadership capability and confidence, supports strategic delivery Ensures leadership continuity and strategic workforce resilience	Director of People and OD	31 March 2026	October 2025 updates: On track.
AP1.2	Embed the Leadership and Management Academy.	Talent pipeline metrics	Robust, standardised approach to organisational governance	Director of People and OD	31 March 2026	
AP1.3	Establish a clear vision for succession planning and talent management (IMTP Q4).			Director of People and OD	31 March 2026	
AP1.4	Standardised approach to Governance and Quality Management / Duty of Quality/ Continue to embed the Quality Oversight Group and Duty of Quality.					

Gaps in Assurance / Action Plans for the cause C2						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP2.1	A refreshed People Strategy and Implementation Plan. This strategy is vital for multiple causes, particularly C2-4. PS implementation plan (IMTP 2025/26 deliverable). Deliver the Employee Experience Roadmap (IMTP Q2)	People Strategy Implementation Plan	Embeds cultural values and supports inclusive organisational development	Director of People and OD	31 December 2026	October 2025 updates: AP2.1 on track. Assurance will be provided to PODCOM on the 14 th October. AP2.2 complete.
AP2.2		IMTP milestone reporting Implementation milestones Staff feedback/ Staff survey engagement scores	Clear longer-term roadmap for employee experience Enhances workplace culture and staff satisfaction.	Director of People and OD	30 September 2026	

Gaps in Assurance / Action Plans for the cause C3						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP3.1	Links to C2, People Strategy implementation plan, employee experience roadmap, and strategic approach to engagement will engage, develop, and enable our people to deliver. Develop a performance management approach	Staff feedback/ Staff survey engagement scores	Supports engagement, development, and strategic alignment	Director of People and OD	31 Dec 2026	October 2025 updates: All actions are on track. The Job Family Steering Group will meet for the first time in November. Assurance on progress with the Job Family approach will
AP3.2		Take up of performance management approach IMTP milestone reporting	Supports career development and workforce planning	Director of People and OD		

Gaps in Assurance / Action Plans for the cause C3

Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP3.3	that focuses on delivery, growth, development and baseline for evaluation (IMTP Q4). Implement the Job Families framework (IMTP Q4).			Director of People and OD	31 March 2026 31 March 2026	be provided to PODCOM on the 14 th October.

Gaps in Assurance / Action Plans for the cause C4

Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP4.1	Develop the implementation plan for the 'Designed to Deliver' element of the People Strategy	IMTP reporting	Improved capability in the skills to manage change well, and capacity to support organisational change	Director of People and OD	31 December 2026	October 2025 updates AP4.1 / 4.2 on track. AP4.4, dependency on track for delivery.
AP4.2	Provide change management support and learning and development via PMO and POD.	Change programme reporting Change readiness assessments	Builds organisational capability and adaptability	Directors of People and OD / Finance and Operations	31 March 2026	
AP4.4	Deliver a sustainable skills development programme aligned to	L&D needs analysis/identification of future skills/scarce skills and strategic alignment	Ensures the organisation has the agility to respond to future challenges.	Director of People and OD	Dependent upon the People Strategy Implementation	

Gaps in Assurance / Action Plans for the cause C4						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP 4.5	strategic priorities. Also links to C3)	Periodic programme review as per best practice standards.	Driving up standards and providing senior management oversight of capacity and capability.	DDDA Membership	plan, milestone date 31 December 2026	
AP4.6	Ensure DDDA fulfils the role of gatekeeping new change programme proposals BET/Programme Change Board to provide a structured approach to ensure capability and capacity is assessed before formal agreement and ensure benefits realisation plan links to proposal.	Reports received at the Change Board reflecting the requirements.	Executive/Director oversight and assessment.	Change Board membership and Executive Directors	Ongoing Ongoing	

Gaps in Assurance / Action Plans for the cause C5:						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP5.1	Integration of the SWFP process and framework with operational and financial planning / Strategic and operational	IMTP milestone reporting	Ensures long-term workforce sustainability and strategic alignment	Director of People and OD	31 March 2026	October 2025 Updates On track.

Gaps in Assurance / Action Plans for the cause C5:

Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
	workforce plan as an embedded element of the IMTP process (IMTP Q4).	Alignment with IMTP, SEP, and strategic priorities	Improves resource efficiency and strategic delivery			