


Strategic Risk Register

Risk 4	Risk of: Worsening organisational health Due to: Lack of effective organisational leadership and governance, progress towards ideal culture, ability to engage employees. Impact: Inability to recruit and retain high calibre staff, performance manage accountable officers in pursuit of strategic priorities, low staff morale and wellbeing. Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level: 3) Promoting healthy behaviours [Willing]
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Risk Owner's Overview Assessment Status	
February 2025	
<p>Except for AP4.5, all actions identified to address gaps in controls are on target. Subject to BET and Board approval, AP4.4 has been marked complete following delivery of the associated IMTP commitment. It is recommended that AP4.5 (a refreshed People Strategy) is delayed until Q1 2025-26 to enable it to be launched with greater engagement from colleagues across the organisation. Action plans will be updated for the next cycle to reflect the IMTP commitments for 2025-2028 which will contribute to managing the strategic risk.</p> <p>The new Governance Hub commenced its active pilot phase on the 6th of January 2025 (AP4.8) and work to embed the Quality Oversight Group and embed the Duty of Quality is continuing in Q4, with directorates and divisions undertaking self-assessments against the STEEEP Standards (AP4.2). These actions address the gap in control in relation to Standardised Approaches to Governance and Quality Management.</p> <p>The first two cohorts commenced our formal leadership and development offering (the PHW Leadership and Management Academy) in January and February. A further cohort will commence in March, with all leaders and managers targeted to attend over a 3-year period. The academy is one element of a programme of work which will increase leadership and management skills, capacity and confidence.</p> <p>Actions to address organisational health will take time to embed, and we anticipate reviewing the risk score in June 2025. Meantime the results of the 2024 staff survey, which saw completion rates increase from 54.4% in 2023 to 60.6%, are scheduled to be available by the end of March 2025. When we have considered these, we will iterate our strategic approach to employee engagement and associated action plan and adjust the controls and actions in place to address SR4 accordingly.</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			Trend
Current Risk		Target Risk	Treat			
Likelihood	Impact	Likelihood	Impact			
4	4	16	3	2	6	

EXISTING CONTROLS			Level at which the Assurance is provided to						
No.	Control	Exec Owner	SOURCES OF ASSURANCE		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 Nursing, Quality and Integrated Governance	IG performance report				X		
			Information Governance toolkit				X		
			Information Governance Group assurance to Audit and Corporate Governance Committee				X		

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			Information Asset Register			X		
SR 4.2	Compliance with Risk Management policy, procedure and other written control documents (protocol)	Executive Director Nursing, Quality and Integrated Governance	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	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	Director of People & OD	Reporting against IMTP Milestones			X		
SR 4.6	Compliance with Standing Orders, Scheme of Delegation and Board Etiquette Protocol	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 Nursing, Quality and Integrated Governance	March 2025	<p>February 2025 The action remains on target and in line with previous update.</p> <p>October 2024 This action remains on target, all Directorates to be transitioned by end of March 2025. Staff records discovery has been completed and we are ready to start implementing.</p>
AP 4.2	Standardised approach to Governance and Quality Management	Implement Duty of Quality and supporting governance and infrastructure	Executive Director Nursing, Quality and Integrated Governance	March 2025	<p>February 2025 Monthly Quality Oversight Group meetings and forward plan in place. Self-assessment against Duty of Quality Standards (STEEEP) being completed by divisions and due to complete and be reviewed March 2025. The formation of a patient safety /incident learning subgroup and Audit subgroup also being explored to complement the current infrastructure</p> <p>December 2024 Monthly meetings taking place along with the inaugural meeting of the Peoples Experience subgroup. Self-Assessment against the Duty of Quality Standards (STEEEP) being reviewed and divisions sharing their work to date and areas for improvement against these.</p>
		Implement year 2 of Integrated Governance implementation plan	Executive Director Quality and Nursing	March 2025	<p>February 2025 On target as per IMTP and workplans.</p> <p>October 2024 On target as per IMTP and workplans.</p>
AP4.3	Oversight of progress with culture and engagement	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	Director People and OD	March 2025	<p>February 2025 Remains on target. The approvals required to assess a sub-set of cultural styles using the Organisation Culture Inventory (OCI) to</p>

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		to provide insight and assurance (2024-25 IMTP commitment).			<p>enable understanding of progress against priority areas are being progressed.</p> <p>December 2024 Remains on target. Procurement approval obtained for spend to assess a sub-set of cultural styles using the Organisation Culture Inventory (OCI) to enable an understanding of progress against priority areas.</p>
AP4.4	A single strategic approach to employee engagement	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).	Director People and OD	December 2024	<p>February 2025 Complete. Recommend for closure.</p> <p>December 2024 Remains on target. In November BET approved our strategic approach to engagement and integrated action plan, and this will be published by the end December 2024.</p>
AP4.5	A refreshed People Strategy	Publish a refreshed People Strategy (2024-25 IMTP commitment).	Director People and OD	<p>June 2025</p> <p>March 2025</p>	<p>February 2025 Following conversations with BET, the publication of the People Strategy has been delayed enabling it to be launched with greater engagement from colleagues across the organisation. Recommend change to due date.</p> <p>December 2024 Remains on target. Engagement with SET took place in November 2024 and this will inform future development. A Board session will take place on the 12th December 2024.</p>
AP 4.6	Job Family vision	Implement the vision for Job families in PHW.	Director People and OD	March 2026	<p>February 2025 On target. Proposals for the implementation of Job Families in PHW are scheduled to go to BET in Q1 2025-2026.</p> <p>December 2024 Action due Sept 2024 complete. Action plan updated to reflect the 2025-2026 IMTP commitment.</p>
AP 4.7	Workforce Planning process	Establish a workforce planning (WFP) process and framework including	Director People and OD	March 2025	<p>February 2025 On target. Proposed IMTP commitments for 2025-2026</p>

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		clear roles and responsibilities (2024-25 IMTP commitment).			<p>will further develop our WFP approaches to encompass Strategic Priorities and Job Families.</p> <p>December 2024 On target. A deep dive into this action is scheduled for PODCOM in February 2025.</p>
AP4.8	Ensuring effective governance and compliance.	Development and pilot of the Governance Hub	Board Secretary/Head of BBU	April 2025	<p>February 2025 On target. The Governance Hub commenced its active pilot phase from 6th January 2025 and is currently testing its processes on up to 5 new commissions before reviewing and expanding to further projects. Progress will be reported to BET in March 2025.</p> <p>December 2024 On target. The Governance Hub will operationalise its pilot from 6th January 2025. The work of the Hub will be supervised by the Board Secretary, who will report to BET on implementation and progress.</p>
AP4.9	Ensuring effective governance and compliance.	Equalities baseline assessment	Director of People and OD, Executive Director Nursing, Quality and Integrated Governance	April 2025	<p>February 2025 On target.</p> <p>January 2025 Baseline assessment of equalities activity & the current organisational approach to equalities work underway and due to complete by March 2025 with a paper presented to BET with findings.</p>