

Strategic Risk Register

Risk 4	There is a risk that Public Health Wales will fail to sufficiently and effectively support and protect the health, wellbeing, welfare and resilience of our staff. This will be caused by constant need to balance the needs of the staff against the needs of the population, resulting in an inability to recruit and retain staff to deliver strategic and operational objectives.
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Sponsor and Assurance Group	
Executive Sponsor	Director, People and Organisational Development
Assuring Group	People and Organisational Development Committee

Inherent Risk							
Date		Likelihood:	5	Impact:	5	Score:	25

Risk Score					Risk Decision	Delivery Confidence Assessment	
Current Risk			Target risk			TREAT	AMBER
Likelihood	Impact	20	Likelihood	Impact	9		
5	4		3	3			

DCA RAG	DCA Description
Green	High degree of confidence exists that the controls and actions identified will mitigate the risk to the required level.
Amber	It is feasible that the controls and actions identified will mitigate the risk to the required level but issues remain outstanding that require addressing.
Red	There is little confidence that the controls and actions identified will mitigate the risk to the required level.

Risk Owner's Overview Assessment Status
<p>We are in the process of developing our IMTP and contributing to the refresh of our Long Term Strategy. Whilst plans will be ambitious in order to attend to the population health needs in Wales, as well as continuing to lead the Health Protection response to the ongoing pandemic, we must ensure ambition, stretch and challenge is manageable and does not create, enable nor exacerbate fatigue nor contribute to poor wellbeing and disengagement amongst staff. A Strategy Cohesion Group and the standing back up of the (senior) Leadership Team add further layers of delegated authority, decision making and bridge the gap between the most senior leaders and our people. We continue to connect corporate/organisation wellbeing and engagement activity through the Wellbeing and Engagement Partnership Group, but acknowledge the need to revisit purpose and add structure, governance and process to it. Resilience is being developed within Health Protection through significant WG investment, and an approved Surge Plan will be the vehicle in which we can mobilise additional support to the response where needed. The implementation of our People Strategy as well as our Strategic Equality Plan remain crucial to our ability to manage this strategic risk.</p>

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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	People Strategy	Director of People and Organisational Development	Bi annual progress reports to BET and PODCOM			X	X	
SR 4.2	Health Protection Business Case/Resilience Posts	Director of People and Organisational Development / Senior Responsible Officer-Health Protection Business Case	Health Protection Business Case recruitment plan	X		X		
SR 4.3	Directorate Workforce Plans	All	Workforce challenges and related workforce plans to address workforce issues are set out in IMTP narrative and workforce planning returns	X	X	X		
			Regular reporting and review, e.g. quarterly, is encouraged via SMT/ DLT	X	X			
			Annual update via IMTP cycle			X	X	
SR 4.4	Wellbeing and Engagement Surveys and Action Plans	All	NHS Wales Staff Survey Results and action plans	X	X	X	X	X
			PHW Wellbeing and Engagement Survey Results and action plans	X	X	X	X	X
			Medical Engagement Survey and action plans		X	X	X	
			Attendance, agendas, actions and outputs from WEPG	X	X	X	X	
SR 4.5	Sickness Absence Monitoring	Director of People and Organisational Development	Performance Assurance Dashboard (including Directorate and Divisional Dashboards)	X	X	X	X	
			Sickness absence deep-dives and audits	X	X	X	X	
			Managing Attendance at Work participation/compliance		X			
			Ongoing wellbeing resources	X	X			
SR 4.6	Effective partnership working	Director of People and Organisational Development	Local Partnership Forum, JMDNC, Weekly LNC meetings			X	X	X
SR 4.7	Health protection workforce mobilisation plan	Executive Director of Health Protection and Screening Services	Surge Plan	X		X		
SR 4.8	My Contribution/Wellbeing and Performance Check Ins	All	Quarterly and monthly organisational and directorate level reporting and Performance Assurance Dashboard		X	X	X	

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Action Plan No.	Gap	Action Plan	Exec Owner	Due Date	Progress
AP 4.1	Develop robust directorate workforce plans	Develop skills training and support to build the skills of managers in planning, predicting and identifying workforce supply and demand. Establish detail of the workforce required to deliver our refreshed long-term strategic plan, including role mix, grade mix, skill mix, and placement of roles in the wider Public Health system. Organisational overview to be developed when all returns received Review requirement for strategic organisation-level workforce plan following long term strategy refresh	All NL	31/12/21 31/3/22 30/6/22	December update Business partners working closely with directorate leadership teams to ensure robust workforce plans are in place in line with emerging IMTP narrative.
AP 4.2	Culture Assessment	Determine our current and desired cultures to determine if norms are contributing to poor staff wellbeing/welfare and to agree actions to change	NL/Exec	30/06/22	December update: start of culture conversation happening with the Executive Team, will be seeking to agree method and timeline for culture assessment by the end of June 2022
AP 4.3	Flexible, innovative and effective working patterns and conditions	Future Ways of Working – including work how it works best pilot, estates and digital strategies aimed at supporting colleagues to shape work around life, increased flexibility and choice which support and enable better wellbeing outcomes	NL, HG	01/04/22 (ongoing)	December update: Principles to support pilot of 'work how it works best' approved by Leadership Team and endorsed at BET, full toolkit to be developed in Q4 in line with WG Autumn/Winter COVID plan timescales. Do not anticipate 'go live' before March 2022.
AP 4.4	Established Strategic Equality Plan	Implementation of longer-term objectives within Strategic Equality plan (includes recruitment, training, development, retention of under-represented staff groups)	NL	01/04/22	December update Strategic Equality Plan objectives continue to be progressed and reviewed in line with Long Term Strategy and People Strategy review.
AP 4.5	Design a system for commissioning and management of change programmes	Integrated approach to the commissioning and management of change programmes throughout the organisation	NL and HG	01/04/22	December update Work ongoing in this area between People and Organisational Development and the Project Management Office to determine next steps. Further discussions planned for Q4 to discuss options moving into the new financial year.
AP 4.6	Combined Enabler Priority and Strategy Cohesion Group/Leadership Team	Work with all enabling priorities at cohesion groups and Leadership Team level to ensure procedures are in place to avoid duplication of work, maximise collaboration and regularly review and adapt work plans (including reviewing availability of resources)	NL, HG and RBW	01/04/22 (ongoing)	December Update: Leadership Team developing map of business initiatives and staff availability to be shared with BET later in the month
AP 4.7	Understanding Staff Wellbeing	Following the outputs of and analysis of the staff wellbeing survey (and MES), a plan will be developed to explore a meaningful conversation with staff about their wellbeing and the potential impact of work – this is likely to align to the broader work noted under AP 4.2	NL/ALL	01/04/22	December update: plan to be developed by the end of March 2022 following survey close and analysis
AP 4.8	Wellbeing and Engagement Group	The current Wellbeing and Engagement Partnership Group meets monthly, and each directorate/division has a representative or deputy who attends. We plan to revisit this early in 2022 to ensure the membership is appropriate and ensure the purpose of the group is being met.	NL/ALL	01/03/2022	December update: meetings scheduled for Q1 2022 and discussions on review underway within People and OD
AP 4.9	Succession Planning at tiers 1 & 2	Discuss, understand and identify the current successors at organisational tiers 1 & 2. Create a clear map of what successors	NL	31/03/2022	December Update: Paper agreed at BET in October and meetings scheduled throughout December with Directors to map succession planning and talent management at senior

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		exist and gaps known for critical roles. From the work develop plans to develop talent over the 12 months from January 2022.			level. Moderation discussions scheduled for January 2022 and work to completed in quarter 4 as planned.