

Risk Identifier				Risk Description			Risk Scoring				Risk Action Plan											
Risk ID	Domain	Date	Lead Executive	Directorate (if applicable)	Risk Description (There is a risk that...)	Cause (This will be caused by...)	Effect (The impact will be...)	Inherent Risk			Current Risk			Risk Decision	Action Plan	Due date	Status of Action	Target Risk				
								Likelihood	Impact	Risk level	Likelihood	Impact	Risk level					Trend	Likelihood	Impact	Risk level	
206	Safety / Legislative	17/07/2015	Director of People and Organisational Development	Workforce and Organisational Development Directorate Wide	Risk that individual and team performance and development is not aligned with the organisation's strategic and operational priorities	Appraisal processes (MYC and Job Planning) not being sufficiently embedded and strategic development needs not being adequately addressed (e.g. through workforce planning and education commissioning).	Non-delivery of long-term strategy.	4	4	16	4	3	12	→	Treat	Continuous and improved monthly and quarterly reporting to BET collectively and individual directors, with the addition of ESR drop in sessions for the areas with the largest compliance deficit My Contribution - Undertake Quality audits (planned)	31/12/2022	Completed Planned - deferred from 2020	1	3	3	Update 01/02/23 as per 01/12/22 Update 01/03/23 - the review of MYC has now been delayed as a result of WHIWB but will be part of the policy review process resulting from the pilot Update 01/02/23 as per 01/12/22 Update 01/01/23 - Review of the MYC process is still underway and will be further informed by the launch of our new behavioural framework (Being our Best) and work planned for embedding the framework.
301		07/05/2022	Director of People and Organisational Development	People and Organisational Development	There is a risk that we will not deliver our IMTP due to challenges involved in securing resources at the right time, at the right cost, with the right skills	Tight labour market conditions Challenges of establishing meaningful workforce plans across all directorates. Systems and processes which are inefficient and cumbersome Lack of investment in digital capability and complexity of all Wales projects impacting/feeding into this work)	Inability to deliver on our IMTP objectives. Increased pressure on existing resources. Increased turnover and sickness levels. Inability to attract staff to PHW as not perceived as a great place to work.	4	4	16	3	4	12	Treat	Deliver work outlined in Business Improvement plan Completion of costed / signed off workforce plans by all Directorates Strengthened links with academia to ensure strong pipelines of talent Delivery of Employee Value Proposition (As outlined in IMTP)	Key processes triggering changes to establishment have now been mapped. Further discussion planned with key stakeholders to sign off early September Additional capacity to process JD's now in place and improvement plan on JE process is in place and being worked to.	30/09/2022 15/08/2022	Completed Completed	2	4	8	Update 01/03/23 - A digital form / workflow for establishment processes has been developed, along with accompanying guidelines, the meeting in February was cancelled the from will now be presented at the March meeting Update 01/02/23 - A digital form / workflow for establishment processes has been developed, along with accompanying guidelines. These will be presented to the Project Board on the 3rd of Feb, along with plans for a pilot of the new process. Update 01/03/23 - The rollout for the new All Wales JD templates and guidance has been delayed until April 2023 Update 01/02/23 - The rollout for the new All Wales JD templates and guidance has been delayed until March 2023 as discussion continue a the All Wales JE Working Group Update 01/01/23 - JE training has now taken place, we now have 5 more staff side and Management side reps. We have dedicate support for JE reviewing and updating processes and training that will support the roll out of the new All Wales JD template in January along with training and SharePoint pages Update 01/03/23 - all actions being delivered to plan. Update 01/02/23 an update on EVP was presented to PODCOM on the 12 January. all actions being delivered to plan. Update 01/01/23 - A digital form / workflow for establishment processes has been developed, along with accompanying guidelines. These will be presented to the Project Board on the 3rd of Feb, along with plans for a pilot of the new process. Themes and findings will be shared with BET and Leadership team in February. Update 01/03/23 - A cleansing exercise of the workforce data will be undertaken in collaboration with Finance during 2023/24. Following meetings with Directorates, workforce data has been captured for all our organisational critical posts, action plans are currently being developed. Update 01/02/23 directorate sessions are scheduled for late February to discuss how we can develop interventions from the analysed data and deliver plans on how we will identify the right workforce Update 01/01/23 Workforce plans needs to be reviewed in January 2023, with follow up directorate sessions in late February to discuss how we can develop interventions from the analysed data and deliver plans on how we will identify the right workforce
208	Safety / Continuity / Staffing	16/01/2017	Executive Director for Health Protection and Screening Services	Health Protection and Screening Services (Microbiology)	There is a risk that Health Protection and Screening Services will not be able to deliver high quality services in North Wales Infection division as they are struggling to recruit and retain sufficient medical and clinical staff.	Long term changes to the specialty training of medical microbiology / Infectious disease medics; UK wide competition with more attraction at larger, metropolitan centres. There is a further challenge in North Wales linked to ongoing health challenges of both substantive and non-substantive workforce. This leaves the North Wales service particularly vulnerable.	The impact will be potential avoidable infection prevention / control failures and suboptimal antimicrobial stewardship and treatment due to the absence of consistent clinical oversight and input, service delivery would have to be severely restricted. The effects would include i. increased potential risk of harm to patients, ii. loss of confidence in PHW services and reputational damage to PHW, iii. potential derailment of strategic ambitions for an All Wales service and increased revenue spend to bolster the service through agency staff	4	4	16	4	4	16	→	Treat	Approval is awarded annually but currently posts were approved for 2020 and 2021 Funding to continue the two Agency Consultants in North Wales has also been provided for 2022/23 Profiling of workforce. i.e. develop novel (Public Health Microbiology) Consultant Clinical Scientist and other novel roles, including clinical BMS and physician associate Further develop network clinical management (e.g. single on-call for Microbiology)	31/10/2024	Ongoing Completed	2	2	4	Update 02/23 - Unchanged Update 01/23 - Unchanged Update 02/23 - BET received paper and supported recommendations. Continue with blended service delivery and recruitment strategy Update 01/23 - Paper presented to DMT setting out action plan. To go to BET February 2023. Update 02/23 - Unchanged Update 02/23 - Reviewed by DMT and iterations undertaken. For DLT in March 2023 Update 01/23 - Ongoing