Strategic Risk Register

Risk 4	There is a risk of weakness in our organisational health, including our culture, capacity, capabilities and governance. *Caused by* sub-optimal leadership, management and engagement. *Resulting in* low staff wellbeing and morale, failure to recruit and retain our staff and ineffective performance across one or more of our strategic priorities.

Risk Owner's Overview Assessment Status

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.

POD have clear actions in the IMTP which relate directly to this risk, i.e., Work to understand current v desired culture, launching and embedding our 'Being Our Best' framework and a road map to deliver the people promise. Workforce planning is also part of the IMTP deliverables and a critical component in addressing this risk.

Collaborative working between Planning, POD and Communication functions will contribute to improved methods to launch, land and embed related products/messaging. A Leadership and Management Development Academy has also been launched, which together with the actions outlined in this plan, will support improved leadership, Management and engagement.

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.

Sponsor and Assurance Group	
Executive Sponsor	Neil Lewis, Director of People and OD Contributors: John Boulton, Director for NHS Quality Improvement and Patient Safety Rhiannon Beaumont-Wood, 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

Risk Score					Risk Decision	Delivery Confidence Assessment
Current Risk			**Target Risk**		**Treat**	**AMBER**
Likelihood	**Impact**		**Likelihood**	**Impact**		

Strategic Risk Register

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	Rhiannon Beaumont-Wood, 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)	Rhiannon Beaumont-Wood, 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	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

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	Rhiannon Beaumont-Wood, Executive Director of Quality and Nursing	30/03/24	
		Approved Records Management policies and procedures	Rhiannon Beaumont-Wood, Executive Director of Quality and Nursing	30/09/23	
AP 4.2	Standardised approach to Governance and Quality Management	Implement Quality as an Organisational Strategy	John Boulton		
		Implement year 2 of Integrated Governance implementation plan	Rhiannon Beaumont-Wood, Executive Director of Quality and Nursing	30/03/24	
AP 4.3	A co designed / developed high- level plan which will deliver desired culture	Establish a high-level plan which will deliver desired culture (to include communication and engagement aspects)	Neil Lewis -Director People and OD	30/6/23	
		Develop KPI's 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	28/9/23	
AP 4.4	Protected time at Exec level to review culture and effectiveness of associated plan/actions.	Dedicate an agreed number of Strategic BET Meetings to review progress v plan and impact of culture plan.	Neil Lewis -Director People and OD	30/6/23	
AP 4.5	A strategic and systemic approach to employee engagement	Development of a strategic and systemic approach to employee engagement	Neil Lewis -Director People and OD	31/12/23	
		Systematic reviews of Staff survey responses and delivery of action plans	Neil Lewis -Director People and OD	31/12/23	

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AP 4.6	Ownership of organisation wide WFP process to ensure delivery of capacity and capability risks addresses		Directorates to commit to WFP process and take action to close workforce risks	TBD	Ongoing	