


Strategic Risk Register

Risk 4	<p>Risk of: Worsening organisational health</p> <p>Due to: Lack of effective organisational leadership and governance, progress towards ideal culture, ability to engage employees.</p> <p>Impact: Inability to recruit and retain high calibre staff, performance manage accountable officers in pursuit of strategic priorities, low staff morale and wellbeing.</p> <p>Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level: 3) Promoting healthy behaviours [Willing]</p>
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Risk Owner's Overview Assessment Status
<p>December 2024</p> <p>All actions identified to address gaps in controls are progressing and on target for the due date.</p> <p>Action 4.7 has been updated following completion of the 2024-25 IMTP commitment associated with it, to reflect the 2025-26 commitment.</p> <p>A new action which targets effective governance has been added (AP4.9), subject to approval from BET and Board. The output will be an assessment of the as-is approach to equalities across Public Health Wales and impact of not having a central equalities function.</p> <p>In November BET approved our strategic approach to engagement and integrated action plan. Assurance on progress will be provided to Leadership Team and PODCOM.</p> <p>The first cohort will commence the PHW Leadership and Management Academy, our formal leadership development offering, in Jan 2025 with all leaders and managers targeted to attend over a 3-year period. The 2024 staff survey closed at the end of November 2025 and completion rates exceeded 2023. Whilst this is a positive indicator of engagement our work in relation to culture, ways of working and leadership will take time to embed, and we are not expecting any significant movement in this risk score before June 2025. Meantime action 4.3 will see us identify measures to track progress towards ideal culture and increase employee engagement and create a dashboard to provide insight. This will enable us to adjust controls and actions 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		16	Target Risk		6	
Likelihood	Impact		Likelihood	Impact		
4	4	3	2			

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	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		
			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	Director of People & OD	PODCOM Minutes from meetings				X	

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	(including dashboard data on workforce trends) and consider emerging threats							
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>December 2024 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>December 2024 Monthly meetings taking place along with the inaugural meeting of the Peoples Experience subgroup. Self-Assessment against the Duty of Quality Standards (STEEP) being reviewed and divisions sharing their work to date and areas for improvement against these.</p> <p>October 2024 Initial QUOG meeting held last month, and meetings scheduled monthly with subgroup formation in progress. Timely self-assessment completed, and Effective and Efficient quality standards being completed this month. Review planned of progress to date.</p>
		Implement year 2 of Integrated Governance implementation plan	Executive Director Quality and Nursing	March 2025	<p>December 2024 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 to provide insight and assurance (2024-25 IMTP commitment).	Director People and OD	March 2025	<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>

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					<p>October 2024 Remains on target. Procurement approval is being progressed 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>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> <p>October 2024 Remains on target.</p>
AP4.5	A refreshed People Strategy	Publish a refreshed People Strategy (2024-25 IMTP commitment).	Director People and OD	March 2025	<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> <p>October 2024 Remains on target. An update on the work underway is scheduled for BET and PODCOM in October.</p>
AP 4.6	Job Family vision	Implement the vision for Job families in PHW.	Director People and OD	March 2026	<p>December 2024 Action due Sept 2024 complete. Action plan updated to reflect the 2025-2026 IMTP commitment.</p> <p>October 2024 Complete. Subject to approval from BET and Board, from the next reporting cycle the action plan for 4.6 will be updated to reflect this 2025-2026 IMTP commitment: <i>Implement the vision for job families in PHW.</i></p>
AP 4.7	Workforce Planning process	Establish a workforce planning (WFP) process and framework including clear roles and responsibilities (2024-25 IMTP commitment).	Director People and OD	March 2025	<p>December 2024 On target. A deep dive into this action is scheduled for PODCOM in February 2025.</p> <p>October 2024</p>

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					Remains on target. The 2024 WFP cycle will commence shortly, as part of the integrated planning cycle. Targeted learning and development has taken place to enable quality outcomes.	
AP4.8	Ensuring effective governance and compliance.		Development and pilot of the Governance Hub	Board Secretary/Head of BBU	April 2025	<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> <p>October 2024 New action, subject to approval from BET and Board. The governance hub pilot is progressing well with draft template documents in place, the duties group reestablished and the hub nearing testing stage.</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>December 2024 New action, subject to approval from BET and Board. The output will be an assessment of the 'as-is' approach to equalities across Public Health Wales and impact of not having a central equalities function.</p>