


Risk Reference and Link to Strategic Priority	Risk Description			
<p>SRR2</p> <p>Strategic Priority</p> <p><i>“Enabler Risk and incorporates all Strategic Priorities.”</i></p>	<p>There is a risk that: The organisation could experience poor organisational health.</p> <p>Caused by:</p> <ol style="list-style-type: none"> 1. Ineffective organisational leadership and governance 2. Lack of progress towards our ideal organisational culture 3. Inability to appropriately engage, develop and enable our people to deliver our Long-Term Strategy 4. Lack of adequate capacity or capability to deliver BAU/IMTP/SP route maps and flexibility/ adaptability/ readiness for change. This includes capacity and capability for change management and benefits realisation in light of the significant change agenda particularly in the digital and data space. 5. Lack of integrated and strategic workforce planning <p>Resulting in: diminished ability to deliver strategic priorities, reduced adaptability and innovation, poor attraction, engagement and retention, and erosion of stakeholder confidence.</p>			
<p>Executive Director Sponsor</p>	<p>Director of People and Organisational Development</p>			
<p>Assuring Committee</p>	<p>People and Organisational Development Committee</p>			
<p>Trend</p>	<p>Current Position of Risk Including Risk Appetite and Risk Decision</p>	<p>Position Statement – Executive Director Update</p>		
<p>9 — 9 — 9</p> <p>Decem... January Februa...</p>	<table border="1" data-bbox="481 948 1256 1075"> <tr> <td data-bbox="481 948 730 1075">Willing</td> <td data-bbox="736 948 1256 1075">PHW is eager to be innovative and take on a high level of risk, but only in the right circumstances.</td> </tr> </table> <p>Current Score = 9 Target Score = 6 Therefore, within risk appetite tolerance level.</p>	Willing	PHW is eager to be innovative and take on a high level of risk, but only in the right circumstances.	<p>Progress continues in addressing the risk of poor organisational health through a co-ordinated programme of strategic actions aligned to our IMTP commitments.</p> <p>Key developments as at the 1 Feb 2026:</p> <ul style="list-style-type: none"> • Progress has been made with integrating strategic workforce planning in the integrated planning process in 2025/26 and integrated outcomes will be presented to BET and the Board. The focus will shift to improvement and embedding in 2026/27. • At its January 2026 meeting PODCOM:
Willing	PHW is eager to be innovative and take on a high level of risk, but only in the right circumstances.			

		<ul style="list-style-type: none"> ○ Held a deep dive session into sickness absence including the outcomes of the 2025 audit into mental health support, which concluded reasonable assurance  <p style="text-align: center;">Reasonable Assurance</p> <ul style="list-style-type: none"> ○ Took assurance on the delivery of the 2025-2026 IMTP commitment related to leadership and management development ○ Took assurance on the Culture action plan, including the results of the 2025 Culture Pulse <ul style="list-style-type: none"> ● IMTP commitments for 2026-2029 have been reviewed as part of the integrated planning process to ensure gaps in controls are targeted. The proposed revised commitments include the following: <ul style="list-style-type: none"> ○ Developing and commencing delivery of foundational management development to increase skills, capacity, and confidence ○ Using workforce planning outputs to continue to build our understanding of the critical skills for the future and identify critical gaps, to inform future learning and development investment. ○ Developing a performance management approach that focuses on delivery, growth, development, and recognition,
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		<ul style="list-style-type: none">○ Refreshing the high-level integrated engagement plan using insights from the 2025 NHS Wales Staff Survey and Culture Pulse to identify cultural priorities, strengthen flexible, equitable ways of working and foster a psychologically safe workplace where every colleague can thrive.● When the IMTP commitments have been finalised the action plan which addresses gaps in controls in relation to SR2 will be updated. The People Strategy 2035 implementation plan is on target for delivery at the end of Q4 and will set out the road map for delivering our five people strategy themes and governance arrangements.● There is ongoing work to embed the Duty of Quality and standardised governance practices, and assess our organisational approach to equalities work.● A deep dive into SR2 has been scheduled at Leadership Team. <p>We continue to monitor progress, with a view to reassessing the risk score and consideration will be given to this as part of the deep dive at Leadership Team.</p>
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Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹
C1: Ineffective organisational leadership and governance

Control Reference	Internal Control	Internal Sources of Assurance	How/When is it monitored?
C1.1	<p>The refreshed Long-Term Strategy, Strategic Priority Route Maps and Integrated Medium-Term Plans (IMTP), provide clear strategic direction and are monitored through regular reporting cycles.</p> <p>Targeted and regular development of the Business Executive Team (BET) to enhance strategic oversight and decision-making.</p> <p>A systemic programme of work which will increase leadership and management skills, capacity and confidence including formal learning.</p> <p>Compliance with Standing Orders, Scheme of Delegation, and Board Etiquette Protocol.</p> <p>Implementation of an organisation-wide Records Management system.</p> <p>Embedding the Duty of Quality and standardised governance practices.</p>	<ul style="list-style-type: none"> • BET/Board minutes • IMTP reporting • PODCOM minutes • Internal Audit and Audit Wales reports 	<ul style="list-style-type: none"> • Regular BET/Board meetings • Ongoing IMTP milestone tracking • Regular PODCOM meetings • Annual accountability reporting to Welsh Government

¹ Three Lines of Defence Model

First – Operational Management control of organisational risks

Second – Risk management and compliance functions, reporting to senior management

Third – Internal audit to provide assurance.

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C1: Ineffective organisational leadership and governance			
Control Reference	Internal Control	Internal Sources of Assurance	How/When is it monitored?
	Assessment of our organisational approach to equalities work.		

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹			
C2: Lack of progress towards our ideal organisational culture			
Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C2.1	<p>Use of the Organisation Culture Inventory (OCI) to assess progress against cultural priorities.</p> <p>A Cultural Narrative which articulates the desired organisational culture and values. Championed by a network of Cultural Advocates across the organisation.</p> <p>Agreement of a strategic and integrated approach to improving staff experience with a focus on embedding behaviours that align with the ‘Being Our Best’ framework and fostering a psychologically safe and inclusive environment.</p>	<ul style="list-style-type: none"> • Staff Survey and OCI results • IMTP reporting 	<ul style="list-style-type: none"> • Employee engagement measures developed in 2024-2025 • Annual staff survey • OCI progress tracking (Culture Pulse survey in Q2 2025/26) • Ongoing IMTP milestone tracking • Mid and end of year review process.

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹

C3: Inability to appropriately engage, develop and enable our people to deliver our Long-Term Strategy

Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C3.1	<p>A strategic approach to engagement, and a comprehensive approach to workforce development, underpinned by the People Strategy and Strategic Workforce Planning (SWFP) framework.</p> <p>Learning and development needs are identified through annual reviews and SWFPs, ensuring alignment with organisational goals. These are supported by a comprehensive learning and development offer.</p>	<ul style="list-style-type: none"> • Learning and development records • Staff survey insights • SWFPs • IMTP reporting 	<ul style="list-style-type: none"> • Performance Assurance Reporting • Annual staff survey • Regular review of SWFPs/ workforce actions • Ongoing IMTP milestone tracking

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹

C4: Lack of adequate capacity or capability to deliver BAU/IMTP/SP route maps and flexibility/ adaptability/ readiness for change

Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C4.1	<p>Change management support for Tier 1 and 2 organisational change provided by the Programme/Project Management Office and People and OD.</p> <p>Change is delivered in partnership with Trade Unions.</p> <p>Learning and development and supporting guidance for change management, as well as support for those going through change.</p>	<ul style="list-style-type: none"> • IMTP reporting • Change programme boards • Local Partnership Forum / Joint Medical and Dental Negotiation Committee minutes • Training compliance from PMO • Change programmes have benefits realization as a standard reporting outcome. 	<ul style="list-style-type: none"> • Ongoing IMTP milestone tracking • Regular programme progress reporting • Regular partnership working meetings • Audit against PMO standards and SOPs • Gateway reviews • Narrative from staff survey on experience of being part of a change programme.

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹
C4: Lack of adequate capacity or capability to deliver BAU/IMTP/SP route maps and flexibility/ adaptability/ readiness for change

Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
	<p>Organisational change work is embedded within the IMTP, designed to enable effective delivery of both business-as-usual and strategic initiatives.</p> <p>PMO provide specific training and support on benefits realisation and how this can be implemented and progressed throughout PHW.</p>		

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance ¹
C5: Lack of integrated and strategic workforce planning

Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
C5.1	<p>An established Strategic Workforce Planning (SWFP) process and framework, including clear roles and responsibilities. The framework is designed to align with the timeframe of the Long-Term Strategy.</p>	<ul style="list-style-type: none"> • SWFPs • IMTP reporting 	<ul style="list-style-type: none"> • Regular review of SWFPs/ workforce actions • Ongoing IMTP milestone tracking

Gaps in Assurance / Action Plans for the cause C1						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP1.1	Deliver a systemic programme of work which will increase leadership and management skills, capacity and confidence (IMTP Q4).	IMTP milestone reporting Participation rates Evaluation feedback Framework adoption	Builds leadership capability and confidence, supports strategic delivery Ensures leadership continuity and strategic workforce resilience	Director of People and OD	31 March 2026	February 2026 updates: AP1.1 & 1.2 are on track. Assurance provided to PODCOM in January 2026.
AP1.2	Embed the Leadership and Management Academy.	Talent pipeline metrics	Robust, standardised approach to organisational governance	Director of People and OD	31 March 2026	December 2025 updates: AP1.1 & 1.2 are on track. Assurance will be provided to PODCOM in January 2026.
AP1.3	Establish a clear vision for succession planning and talent management (IMTP Q4). Action suspended Dec 2025, following RFC approval.			Director of People and OD	Milestone suspended	AP1.3. Milestone has been suspended. Where required activity will be supported at a directorate level by POD Partners.
AP1.4	Standardised approach to Governance and Quality Management / Duty of Quality/ Continue to embed the Quality Oversight Group and Duty of Quality.					

Gaps in Assurance / Action Plans for the cause C2						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP2.1	A refreshed People Strategy and Implementation Plan. This strategy is vital for multiple causes, particularly C2-4. PS implementation plan (IMTP 2025/26 deliverable). Deliver the Employee Experience Roadmap (IMTP Q2)	People Strategy Implementation Plan	Embeds cultural values and supports inclusive organisational development	Director of People and OD	31 March 2026	February 2026 updates: AP2.1 on track. AP2.2 complete, will be moved to controls section as part of next updates. December 2025 updates: AP2.1 People Strategy Implementation plan, milestone updated to 31 March 2026. AP2.2 complete.
AP2.2		IMTP milestone reporting Implementation milestones Staff feedback/ Staff survey engagement scores	Clear longer-term roadmap for employee experience Enhances workplace culture and staff satisfaction.	Director of People and OD	30 September 2026	

Gaps in Assurance / Action Plans for the cause C3						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP3.1	Links to C2, People Strategy implementation plan, employee experience roadmap, and strategic approach to engagement will engage,	Staff feedback/ Staff survey engagement scores Take up of performance management approach	Supports engagement, development, and strategic alignment Supports career development and workforce planning	Director of People and OD	31 March 2026	February 2026 updates: AP3.1 on track. The due date for the IMTP commitment associated with AP3.2 has been moved to 31

Gaps in Assurance / Action Plans for the cause C3						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP3.2	develop, and enable our people to deliver.	IMTP milestone reporting		Director of People and OD	31 March 2027	<p>March 2027 to allow prioritisation of work on strengthening support for people managers, including a detailed review of the current Developing People Managers Programme.</p> <p>AP3.3 is on track</p> <p>December 2025 updates: AP3.1 People Strategy Implementation plan, milestone updated to 31 March 2026. AP3.2 on track. AP3.3 on track. Assurance on progress with the Job Family approach was provided to PODCOM on the 14th October.</p>
AP3.3	<p>Develop a performance management approach that focuses on delivery, growth, development and baseline for evaluation (IMTP Q4).</p> <p>Implement the Job Families framework (IMTP Q4).</p>			Director of People and OD	31 March 2026	

Gaps in Assurance / Action Plans for the cause C4						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP4.1	Develop the implementation plan for the 'Designed to Deliver' element of the People Strategy	IMTP reporting	Improved capability in the skills to manage change well, and capacity to support organisational change	Director of People and OD	31 March 2026	February 2026 updates AP4.1, 4.2, 4.4 on track for delivery.
AP4.2	Provide change management support and learning and development via PMO and POD.	Change programme reporting Change readiness assessments	Builds organisational capability and adaptability Ensures the organisation has the agility to respond to future challenges.	Directors of People and OD / Finance and Operations	31 March 2026	December 2025 updates AP4.1, 4.2, 4.4 on track for delivery.
AP4.4	Deliver a sustainable skills development programme aligned to strategic priorities. (Also links to C3)	L&D needs analysis/identification of future skills/scarce skills and strategic alignment		Director of People and OD	Dependent upon the People Strategy Implementation plan, milestone updated to 31 March 2026	
AP 4.5	Ensure DDDA fulfils the role of gatekeeping new change programme proposals	Periodic programme review as per best practice standards. Reports received at the Change Board reflecting the requirements.	Driving up standards and providing senior management oversight of capacity and capability.	DDDA Membership	Ongoing	
AP4.6	BET/Programme Change Board to provide a structured approach to ensure capability and capacity is assessed before formal agreement		Executive/Director oversight and assessment.	Change Board membership and Executive Directors	Ongoing	

Gaps in Assurance / Action Plans for the cause C4						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
	and ensure benefits realisation plan links to proposal.					

Gaps in Assurance / Action Plans for the cause C5:						
Reference	What Action?	How will we measure efficacy?	How will this action impact/mitigate the risk?	Who is Responsible?	By When?	Progress
AP5.1	Integration of the SWFP process and framework with operational and financial planning / Strategic and operational workforce plan as an embedded element of the IMTP process (IMTP Q4).	IMTP milestone reporting Alignment with IMTP, SEP, and strategic priorities	Ensures long-term workforce sustainability and strategic alignment Improves resource efficiency and strategic delivery	Director of People and OD	31 March 2026	February 2026 updates: AP5.1 on track. December 2025 updates: AP5.1 on track.