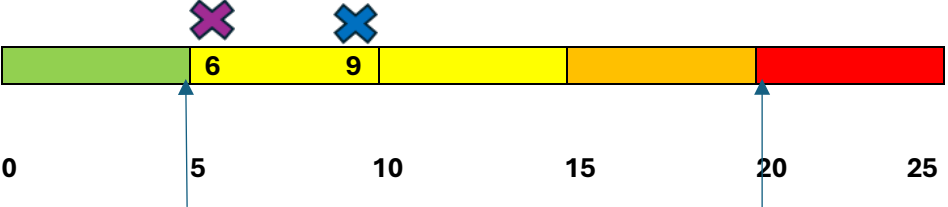




Risk Reference and Link to Strategic Priority	Risk Description	
<b>SRR2</b>  <b>Strategic Priority</b>  <i>“Enabler Risk and incorporates all Strategic Priorities.”</i>	<p><b>There is a risk that:</b> The organisation could experience poor organisational health.</p> <p><b>Caused by:</b></p> <ol style="list-style-type: none"> <li>1. Ineffective organisational leadership and governance</li> <li>2. Lack of progress towards our ideal organisational culture</li> <li>3. Inability to appropriately engage, develop and enable our people to deliver our Long-Term Strategy</li> <li>4. Lack of adequate capacity or capability to deliver BAU/IMTP/SP route maps and flexibility/ adaptability/ readiness for change</li> <li>5. Lack of integrated and strategic workforce planning</li> </ol> <p><b>Resulting in:</b> diminished ability to deliver strategic priorities, reduced adaptability and innovation, poor attraction, engagement and retention, and erosion of stakeholder confidence.</p>	
<b>Executive Director Sponsor</b>	<b>Director of People and Organisational Development</b>	
<b>Assuring Committee</b>	<b>People and Organisational Development Committee</b>	
Trend	Current Position of Risk Including Risk Appetite and Risk Decision	Position Statement – Executive Director Update
<p><i>*to be confirmed via a run chart after monitoring for 3 months, will be produced via excel/pivot table to visualise risk score trend over time*</i></p>	<div data-bbox="432 922 1209 1058" style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p><b>Willing</b> PHW is eager to be innovative and take on a high level of risk, but only in the right circumstances.</p> </div> 	<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 include:</p> <ul style="list-style-type: none"> <li>• The refreshed People Strategy was approved by the Board in Q1 2025–26, setting out our philosophy about our relationship with our people; unifies our Long-Term Strategy and People and OD approaches; and giving some broad direction to the structure and shape the organisation needs for the future.</li> <li>• The Leadership and Management Academy has successfully completed two further cohorts,</li> </ul>

	<p><b>Risk Appetite</b></p> <p> = <b>Current Score</b></p> <p> = <b>Target Score</b></p>	<p>supporting our ambition to strengthen leadership capability and confidence at all levels.</p> <ul style="list-style-type: none"><li>• Embedding our strategic approach to employee engagement, informed by the 2024 staff survey results, which saw an encouraging increase in participation.</li><li>• Progression toward our ideal organisational culture as articulated in our cultural narrative and further supported by Cultural Advocates throughout the organisation.</li><li>• Established a strategic workforce planning process and framework, including clear roles and responsibilities.</li><li>• Ongoing work to embed the Duty of Quality and standardised governance practices, and assessment of our organisational approach to equalities work.</li></ul> <p>While these initiatives are progressing well, we recognise that cultural and behavioural change takes time to embed. We will continue to monitor progress closely, with a view to reassessing the risk score in the next reporting cycle.</p>
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**Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance <sup>1</sup>**

**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>	<ul style="list-style-type: none"> <li>• BET/Board minutes</li> <li>• IMTP reporting</li> <li>• PODCOM minutes</li> <li>• Internal Audit and Audit Wales reports</li> </ul>	<ul style="list-style-type: none"> <li>• Regular BET/Board meetings</li> <li>• Ongoing IMTP milestone tracking</li> <li>• Regular PODCOM meetings</li> <li>• Annual accountability reporting to Welsh Government</li> </ul>

<sup>1</sup> 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 <sup>1</sup>			
C1: Ineffective organisational leadership and governance			
Control Reference	Internal Control	Internal Sources of Assurance	How/When is it monitored?
	<p>Embedding the Duty of Quality and standardised governance practices.</p> <p>Assessment of our organisational approach to equalities work.</p>		

Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance <sup>1</sup>			
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"> <li>• Staff Survey and OCI results</li> <li>• IMTP reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Employee engagement measures developed in 2024-2025</li> <li>• Annual staff survey</li> <li>• OCI progress tracking (Culture Pulse survey in Q2 2025/26)</li> <li>• Ongoing IMTP milestone tracking</li> </ul>

**Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance <sup>1</sup>**  
**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?
<b>C3.1</b>	<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"> <li>• Learning and development records</li> <li>• Staff survey insights</li> <li>• SWFPs</li> <li>• IMTP reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Assurance Reporting</li> <li>• Annual staff survey</li> <li>• Regular review of SWFPs/ workforce actions</li> <li>• Ongoing IMTP milestone tracking</li> </ul>

**Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance <sup>1</sup>**  
**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?
<b>C4.1</b>	<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>	<ul style="list-style-type: none"> <li>• IMTP reporting</li> <li>• Change programme boards</li> <li>• Local Partnership Forum / Joint Medical and Dental Negotiation Committee minutes?</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing IMTP milestone tracking</li> <li>• Regular programme progress reporting</li> <li>• Regular partnership working meetings</li> </ul>

**Internal System of Controls – Linked to ‘Caused By’ section of Risk Description and Source of Assurance <sup>1</sup>**  
**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>Learning and development and supporting guidance for change management, as well as support for those going through change.</p> <p>Organisational change work is embedded within the IMTP, designed to enable effective delivery of both business-as-usual and strategic initiatives.</p>		

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

Control Reference	Internal Control	Source of Assurance	How/When is it monitored?
<b>C5.1</b>	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.	<ul style="list-style-type: none"> <li>• SWFPs</li> <li>• IMTP reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Regular review of SWFPs/ workforce actions</li> <li>• Ongoing IMTP milestone tracking</li> </ul>

**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
<b>AP1.1</b>	Deliver a systemic programme of work which will increase leadership	<p>IMTP milestone reporting</p> <p>Participation rates</p>	Builds leadership capability and confidence, supports strategic delivery	Director of People and OD	31 March 2026	July 2025 updates: AP1.1/1.2/1.3 on track.

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
AP1.2	and management skills, capacity and confidence (IMTP Q4).  Embed the Leadership and Management Academy.	Evaluation feedback  Framework adoption  Talent pipeline metrics	Ensures leadership continuity and strategic workforce resilience  Robust, standardised approach to organisational governance	Director of People and OD	31 March 2026	Assurance on the development of the on timescales, achievability and deliverability provided to PODCOM in Q1.
AP1.3	Establish a clear vision for succession planning and talent management (IMTP Q4).			Director of People and OD	31 March 2026	
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	People Strategy Implementation Plan  IMTP milestone reporting	Embeds cultural values and supports inclusive organisational development	Director of People and OD	31 December 2026	July 2025 updates: AP2.1 on track. People Strategy approved by the Board

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
AP2.2	strategy is vital for multiple causes, particularly C2-4. PS implementation plan (IMTP 2025/26 deliverable).	Implementation milestones	Clear longer-term roadmap for employee experience	Director of People and OD	30 September 2026	May 2025. Development of the Implementation commenced.
	Deliver the Employee Experience Roadmap (IMTP Q2)	Staff feedback/ Staff survey engagement scores	Enhances workplace culture and staff satisfaction.			AP2.2 on track for delivery, detailed plan in place.

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, develop, and enable our people to deliver.	Staff feedback/ Staff survey engagement scores	Supports engagement, development, and strategic alignment	Director of People and OD	31 Dec 2026	July 2025 updates: AP3.1 all actions are on track as per AP2.
AP3.2	Develop a performance management approach that focuses on delivery, growth, development and baseline for evaluation (IMTP Q4).	Take up of performance management approach?  IMTP milestone reporting?	Supports career development and workforce planning	Director of People and OD	31 March 2026	AP3.1 is on track and was the subject of a discussion with SET in Q1.

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
AP3.3	Implement the Job Families framework (IMTP Q4).			Director of People and OD	31 March 2026	AP3.3 on track. BET approved proposals for implanting the Job Family framework in Q1 including the establishment of a JF Steering Group

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 Change programme reporting	Improved capability in the skills to manage change well, and capacity to support organisational change?	Director of People and OD	31 December 2026	July 2025 updates AP4.1 on track
AP4.2	Provide change management support and learning and development via PMO and POD.	Change readiness assessments? L&D needs analysis/identification of future skills/scarce skills and strategic alignment	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	AP4.1 is at scoping stage. Due date / progress will be provided in next reporting cycle AP4.4 Dependency on track for delivery.
AP4.4	Deliver a sustainable skills development programme aligned to strategic priorities. Also links to C3)			Director of People and OD	Dependent upon the People Strategy Implementation plan, milestone	

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
					date 31 December 2026	

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
<b>AP5.1</b>	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	July 2025 Update AP5.1 is being progressed with Strategy & Performance colleagues.