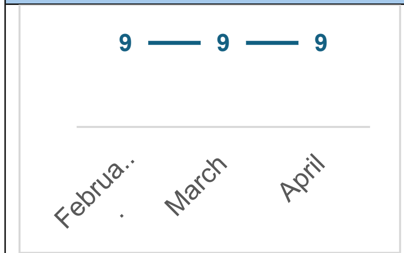
<table>
<tr><th>Risk Reference and Link to Strategic Priority</th><th colspan="2">Risk Description</th></tr>
<tr><td>SRR2

Strategic Priority

“Enabler Risk and incorporates all Strategic Priorities.”</td><td colspan="2">There is a risk that: The organisation could experience poor organisational health.

Caused by:
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

Resulting in: diminished ability to deliver strategic priorities, reduced adaptability and innovation, poor attraction, engagement and retention, and erosion of stakeholder confidence.</td></tr>
<tr><th>Executive Director Sponsor</th><td colspan="2">Director of People and Organisational Development</td></tr>
<tr><th>Assuring Committee</th><td colspan="2">People and Organisational Development Committee</td></tr>
<tr><th>Trend</th><th>Current Position of Risk Including Risk Appetite and Risk Decision</th><th>Position Statement – Executive Director Update</th></tr>
<tr><td>
</td><td><table><tr><td>Willing</td><td>PHW is eager to be innovative and take on a high level of risk, but only in the right circumstances.</td></tr></table>
Current Score = 9
Target Score = 6
Therefore, within risk appetite tolerance level.</td><td>April update:
Progress continues in addressing the risk of poor organisational health through a co-ordinated programme of strategic actions aligned to our IMTP commitments.

Key developments as at the 1 April 2026:
• The strategic workforce outcomes of the integrated planning process (2025/26) were presented to BET, PODCOM and Board.
• Key areas for 2026/27 will be increasing capacity and capability for change management, digital skills and core skills and mobilisation capacity for incident response.</td></tr>
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		• The focus will shift to improvement and embedding in 2026/27.
		• At its April 2026 meeting PODCOM:
		  ○ Held a deep dive session into the P&OD IMTP deliverables for 2026/27
		  ○ Took assurance on the plan which covered the following commitments:
		    ▪ Developing and commencing delivery of refreshed 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,
		    ▪ 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.
		• Two sessions have taken place with the Leadership Forum to share culture priorities and disperse leadership for action on policy alignment and decision making
		• The Cultural Advocates Network has been established which will enable sharing of effective locally initiated activities across the organisation as

		well as identifying any emerging themes that require escalation for organisation wide leadership • When the IMTP commitments have been finalised the action plan which addresses gaps in controls in relation to SR2 will be updated. • The new People Strategy 2035 implementation plan sets 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 on May the 7th to optimise engagement from colleagues across the organisation who play a role in managing the risk alongside POD The BTW and wider screening reviews will be considered as part the next update in June 2026.

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	The refreshed Long-Term Strategy, Strategic Priority Route Maps and Integrated Medium-	• BET/Board minutes • IMTP reporting	• Regular BET/Board meetings • Ongoing IMTP milestone tracking

[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?**
	Term Plans (IMTP), provide clear strategic direction and are monitored through regular reporting cycles. Targeted and regular development of the Business Executive Team (BET) to enhance strategic oversight and decision-making. A systemic programme of work which will increase leadership and management skills, capacity and confidence including formal learning. Compliance with Standing Orders, Scheme of Delegation, and Board Etiquette Protocol. Implementation of an organisation-wide Records Management system. Embedding the Duty of Quality and standardised governance practices. Assessment of our organisational approach to equalities work.	• PODCOM minutes • Internal Audit and Audit Wales reports	• Regular PODCOM meetings • Annual accountability reporting to Welsh Government

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	Use of the Organisation Culture Inventory (OCI) to assess progress against cultural priorities. A Cultural Narrative which articulates the desired organisational culture and values. Championed by a network of Cultural Advocates across the organisation. 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.	• Staff Survey and OCI results • IMTP reporting	• 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	A strategic approach to engagement, and a comprehensive approach to workforce development, underpinned by the People Strategy and Strategic Workforce Planning (SWFP) framework.	• Learning and development records • Staff survey insights • SWFPs • IMTP reporting	• Performance Assurance Reporting • Annual staff survey • Regular review of SWFPs/ workforce actions

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?**
	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.		• 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	Change management support for Tier 1 and 2 organisational change provided by the Programme/Project Management Office and People and OD. Change is delivered in partnership with Trade Unions. Learning and development and supporting guidance for change management, as well as support for those going through change. Organisational change work is embedded within the IMTP, designed to enable effective delivery of both business-as-usual and strategic initiatives.	• 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.	• 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?**
	PMO provide specific training and support on benefits realisation and how this can be implemented and progressed throughout PHW.		

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	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.	• SWFPs • IMTP reporting	• Regular review of SWFPs/ workforce actions • Ongoing IMTP milestone tracking

Gaps in Assurance / Action Plans for the cause C1						
Referenc e	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
AP1.1 **AP1.2**	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	Builds leadership capability and confidence, supports strategic delivery	Director of People and OD Director of People and OD	31 March 2026 31 March 2026	April 2026 updates: Whilst AP1.1 and 1.2 are complete work to increase leadership and management skills, capacity and confidence will continue (see new

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**
AP1.4	Embed the Leadership and Management Academy. Standardised approach to Governance and Quality Management / Duty of Quality/ Continue to embed the Quality Oversight Group and Duty of Quality.		Robust, standardised approach to organisational governance			AP1.5). Assurance on AP 1.1 and 1.2 provided to PODCOM in April 2026, these actions will be moved to controls section as part of next update. AP1.4 will be considered at the deep diver with LT in May.
AP1.5	Develop and commence the delivery of foundational leadership and management learning and development to increase leadership and management skills, capability, and confidence.	IMTP milestone reporting Participation rates Evaluation feedback	Builds foundational leadership capability and confidence, supports operational and strategic delivery	Director of People and OD	30 September 2026	February 2026 updates: AP1.1 & 1.2 are on track.

Gaps in Assurance / Action Plans for the cause C2 (Lack of progress towards our ideal organisational culture)						
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).	People Strategy Implementation Plan IMTP milestone reporting Implementation milestones	Embeds cultural values and supports inclusive organisational development Clear longer-term roadmap for employee experience	Director of People and OD	31 March 2026	April 2026 updates: AP2.1 complete, will be moved to controls section as part of next update. February 2026 updates: AP2.1 on track. AP2.2 complete, will be moved to controls section as part of next updates.
AP2.3	Refresh 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.	People Strategy Implementation Plan IMTP milestone reporting Staff Survey results	Embeds cultural values and supports inclusive organisational development Clear longer-term roadmap for employee experience	Director of People and OD	31 March 2027	
AP2.4	Develop an organisational mood dashboard triangulating people and performance metrics	TBC incl Staff Survey results	Tracking people and performance metrics	Director of People and OD	31 March 2027	

Gaps in Assurance / Action Plans for the cause C3 (Inability to appropriately engage, develop and enable our people to deliver our Long-Term Strategy)						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
	Actions in place in response to C1 and 2.					April 2026 updates: AP3.1 complete, People Strategy implementation plan now in place, assurance and reporting to PODCOM. AP3.2 complete, assurance provided to PODCOM October 2025. These actions to be moved to controls section as part of next update. February 2026 updates: AP3.1 on track. The due date for the IMTP commitment associated with AP3.2 has been moved to 31 March 2027 to allow prioritisation of work on strengthening support for people managers, including a detailed review of the current Developing
AP3.1	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 March 2026	
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 2027	
AP3.3	Implement the Job Families framework (IMTP Q4).	People Strategy Implementation plan Staff survey scores	Supports career development and workforce planning	Director of People and OD	31 March 2026	

Gaps in Assurance / Action Plans for the cause C3 (Inability to appropriately engage, develop and enable our people to deliver our Long-Term Strategy)						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
						People Managers Programme. AP3.3 is on track

Gaps in Assurance / Action Plans for the cause C4 (Lack of adequate capacity or capability to deliver BAU/IMTP/SP route maps and flexibility/ adaptability/ readiness for change)						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
AP4.1 **AP4.2** **AP4.4**	Develop the implementation plan for the 'Designed to Deliver element of the People Strategy Provide change management support and learning and development via PMO and POD. Deliver a sustainable skills development programme aligned to strategic priorities. (Also links to C3)	IMTP reporting Change programme reporting Change readiness assessments L&D needs analysis/identification of future skills/scarce skills and strategic alignment	Improved capability in the skills to manage change well, and capacity to support organisational change Builds organisational capability and adaptability Ensures the organisation has the agility to respond to future challenges.	Director of People and OD Directors of People and OD / Finance and Operations Director of People and OD	31 March 2026 31 March 2026 Dependent upon the People Strategy Implementation plan, milestone updated to 31 March 2026	April 2026 updates: AP4.1 complete, implementation plan in place, action to be moved to the controls section in next update. AP4.2 - a review of the POD change toolkit has been undertaken; more work is needed on further actions to develop skills and support for change – to be discussed at LT deep dive 7 May. Delivery date for AP4.4 to be confirmed in the next update.

Gaps in Assurance / Action Plans for the cause C4 (Lack of adequate capacity or capability to deliver BAU/IMTP/SP route maps and flexibility/ adaptability/ readiness for change)						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
AP 4.5 **AP4.6**	Ensure DDDA fulfils the role of gatekeeping new change programme proposals BET/Programme Change Board to provide a structured approach to ensure capability and capacity is assessed before formal agreement and ensure benefits realisation plan links to proposal.	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. Executive/Director oversight and assessment.	DDDA Membership Change Board membership and Executive Directors	Ongoing Ongoing	February 2026 updates AP4.1, 4.2, 4.4 on track for delivery.

Gaps in Assurance / Action Plans for the cause C5: (Lack of integrated and strategic workforce planning)						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
AP5.1 **AP5.2**	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	April 2026 updates: AP5.1 complete, will be moved to the controls section in the next update. New action added (AP5.2) to reflect 2026-27 IMTP commitments.

Gaps in Assurance / Action Plans for the cause C5: (Lack of integrated and strategic workforce planning)						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
	Establish a fully integrated planning approach including long-term workforce planning, ensuring future alignment with Strategic Priorities and informing a sustainable skills development programme.	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	30 December 2026	February 2026 updates: AP5.1 on track.