Reference	Risk Management Maturity Plan Objective	What does success look like?	How will we measure success?	Progress Update	Who is responsible?	Deadline for Implementation	RAG Rated Status
1	Refine the risk management architecture and make recommendations for any improvements that can be identified as a result of ongoing monitoring of best practice.	A hybrid and bespoke risk management architecture, that reflects best practice principles but considers PHWs nuanced position within the Healthcare system in Wales.	Ongoing liaison with risk management communities of practice through counterparts across Wales, engagement in peer groups such as Deputy Board Secretaries and regular contact with Internal Audit and Audit Wales to ensure an outward facing approach, taking learning from another Health Trusts, as appropriate.	**Aug 2026** – BET and Audit Corporate Governance Committee received a paper at the end of 2025 which will provide the baseline for measurement of this objective. During PHW re-defined and communicated its risk appetite through the development of its risk appetite framework. The RMMP will promote further progress in this area including improved	Head of Risk Management	**Nov 2026** will provide another opportunity for an annual review of the risk management framework, through which, this objective could be measured.	

				decision making based upon due consideration of risk management. Annual review of the risk management framework at BET and ACGC means that the efficacy of the framework will be subject to review and scrutiny at the end of 2026.			
2	Alignment between the application of Risk Appetite levels and the Scheme of Delegation, further embedding Integrated Governance principles.	A governance structure and system that reflects the reporting mechanisms required for robust assurance and allows for agency on decision making, where applicable.	We should be able to evidence robust decision making at more appropriate levels with clear scope of responsibilities for staff made explicit. The business considered at DMTs, Leadership Team, BET, Committees and the Board should all become more	**Aug 2026 –** it has been determined that the scheme of delegation needs to mature further before alignment can be fully realised however, it has been agreed	Head of Risk Management Assistant Director of Integrated Governance	**July 2026**	

			streamlined with a 'no surprises' approach.	that the risk team will be involved with Directorate discussions to support the integrated governance team in understanding decision making and how this can be linked to risk appetite thresholds.			
3	Organisational coherence of risk scoring (inherent, current and target) from front line service delivery, laboratories and Board level.	Consistent scoring and consensus of risk levels throughout the organisation.	Risk management reporting should become more coherent across PHW, especially in relation to corporate level held risks, with Directorates able to understand the thinking behind all risk scoring, reducing discrepancies and variations. This will allow for more beneficial discussions on the controls,	**Aug 2026 –** training compliance continues to steadily increase across the organisation. This is evidenced through a risk dashboard being developed for	Head of Risk Management Risk Manager	**January 2027**	

			mitigating actions and sources/strengths of assurance of the risk.	HPSS Directorate that directly informs an agenda item at each DMT. The plan is to continue to reach out to operational colleagues and key risk handlers across the organisation to ensure consistency of application.			
4	Future proofing of an electronic risk management system either a part of a regional/national solution or a bespoke PHW system, ensuring that alignment between risk	Procurement of a dynamic electronic risk management system that allows for ease of use and reference to organisational performance metrics and audit outcomes, creating a one	Feedback from colleagues, including members of the Board, Executive Team and other senior leaders across PHW that describes ease of use, allows for data triangulation to promote Duty of Quality principles and	**Aug 2026 –** There has been limited clarity on this objective from an all-Wales perspective and discussions are ongoing to determine	Head of Risk Management	**November 2027**	

	reporting and performance management can be realised.	version of the truth reporting methodology and relieving the burden of administrative processes of organisational reporting.	promotes the use of risk management standards as custom and practice of how PHW conducts its business.	whether or not the organisation will pursue a local or national solution. However, recent discussions have indicated that a pilot of the national risk management module might be helpful to support a 'proof of concept' approach. Datix Cymru have indicated that although the platform will be unsupported, there is currently no plans to			

				decommission Datix Web before November 2027 and may even be an opportunity to extend the platform beyond this date.			
5 – this objective has been followed on from the previous risk management development plan	Develop effective performance metrics or key risk indicators for the risk management system.	Coherent set of performance metrics which align to STEEEP, and Improvement and Innovation standards with a grounding in emergency preparedness, including links to organisational operational triggers.	Outward facing, pro-active set of risk performance indicators that informs strategic cyclical planning processes, identification of community/population-based risks and using that data to inform organisational plans to address key priorities and objectives. PHW will be able to flex to the needs of the population alongside ensuring that Ministerial Priorities	**Aug 2026 –** Initial discussions with Performance Management colleagues have taken place however, this work will be directly informed by the type of risk management system that is implemented or commissioned within PHW. This objective also dovetails	Head of Risk Management Risk Manager	**March 2028**	

			and IMTP commitments are achieved.	with the scheme of delegation objective and development of organisational quality metrics and therefore it is anticipated remains on track for delivery in 2028.			