

## RISK MANAGEMENT IMPROVEMENT PLAN

	TASK	TIMELINE	STATUS UPDATE
Health Boards Approach to Risk Management	1. Confirm that one systematic approach to risk management is required i.e. move away from directorate DATIX risk register and corporate excel risk register with a view to integrated Datix-based register	January 2020  COMPLETED IN JUNE 2020	1. The Principal has been agreed with the Executive Team – COMPLETE. 2. DELAYED DUE TO COVID-19. The corporate risk register still needs transfer to DATIX. COMPLETE - all organisational risks now added to the Datix system. Further structure alignment required within the system.
	2. Write and ask that the Service General Managers ensure Directorate risk registers are up to date, with risks articulated with; IF (this happens) THEN (impact will be).....	January 2020 COMPLETED	COMPLETE - Email circulated on the 31.01.2020
	3. Draft Risk Management Strategy and Board Assurance Framework to go to MB.	February 2020 COMPLETED	COMPLETE - Approval received at Health Board meeting in March 2020.
	4. Arrange a facilitated workshop with the ILG Directors and Service General Managers and H&S Lead to: <ul style="list-style-type: none"> <li>Review the draft Risk Management Strategy and BAF</li> <li>Discuss/confirm proposed process to include triggers and hierarchy, how risks get into the corporate risk register and Principal risks onto the BAF (informed by the IMTP)</li> <li>The role of Management Board in owning the corporate risk register</li> <li>The role of Board in overseeing the Principal risks and BAF</li> <li>Review risk scores on existing Directorate risk registers and reconcile to the current risk register</li> </ul>	March 2020 Revised Date: July 2020  COMPLETED IN JUNE 2020	DELAYED DUE TO COVID19 Process reviewed and discussed at Management Board on 20.02.20 with ILG representation. Update May 2020: Corporate Risk Lead to meet with ILG's in June to understand their requirements to safely manage risk in accordance with the Revised Risk Management Strategy & the new Operating Model. COMPLETE – workshop held on the 15 <sup>th</sup> June 2020. Further sessions being rolled out as required.
	5. Consider the transfer Datix Risk Management System and associated resources to Director of Governance to support integrated reporting of risk.	July 2020 Delayed – review in February/March 2021	Update May 2021- Initial discussions underway with Executive Leads.
	6. Risk Management training to be provided to ILGs/Directorates to cover: <ul style="list-style-type: none"> <li>The basics of risk management</li> <li>The process for escalating risk</li> <li>The triggers for escalating risk</li> <li>How risk will be discussed and reviewed at the ILGs/Management Board</li> </ul>	March 2020 Revised Date: July 2020 COMPLETED IN JUNE 2020	ORIGINAL DATE DELAYED DUE TO COVID19 COMPLETE 15 <sup>th</sup> June  COMPLETE – workshop held on the 15 <sup>th</sup> June 2020. Further sessions being rolled out as required.
	7. Introduce new risk management strategy and process – New Operating Model. <ul style="list-style-type: none"> <li>Datix to be used for Directorates, ILG risk registers to inform corporate risk register</li> <li>New corporate risk register in use (via Datix)</li> </ul>	May 2020 Revised Date: July 2020  COMPLETED IN JUNE 2020	DELAYED DUE TO COVID-19 Update May 2020 Process may developed that will be shared with ILG's outlining the process through the new strategy and operating model. Corporate Risks are in the process of being uploaded to Datix. The next stage is review and train Management Board and Executive Leads in their role. COMPLETE – workshop held on the 15 <sup>th</sup> June 2020 and ILG's added to Datix to use going forward. Organisational Risk Register is on Datix.
	8. Datix Restructure and New Once for Wales Risk Module	TBC. Now split into two actions. Datix Restructure in Risk Model – 31 <sup>st</sup> January 2021  Once for Wales Risk Module Milestone – 31.3.2022	Completed – being managed through the Datix Management Group.  Presentation of the new Once for Wales System received and Assistant Director of Governance & Risk attends the working group for the new system module.

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	9. Training Needs Analysis – Risk Training Roll out to Corporate Functions, ILG's and CSG's.	ON HOLD – Review January 2021.  31 <sup>st</sup> March 2021  <b>31<sup>st</sup> May 2021</b>	Update January 2021 – Training has been delivered upon request and monthly sessions scheduled with an open invite to ILG's and CSG's. Currently working with Learning & Development to develop at TNA – however the timing around undertaking the TNA will be progressed once the response to Covid-19 has eased due to the challenges and pressures facing these key service groups and functions.  Update March 2021 – Task and Finish Group established with other Health Boards developing a Risk TNA which will support a consistent approach to risk management training in Wales. Inaugural meeting scheduled for late March and an update will follow.  <b>Update May 2021 – Draft TNA developed with colleagues across NHS Wales.</b>
	10. Review Risk Management Strategy following work to date and discussion at the Board Development Session on the 3 <sup>rd</sup> September 2020.	31 <sup>st</sup> January 2021  <b>COMPLETED</b>	Update January 2021 – Endorsed for approval at the Audit & Risk Committee in December. Board approval will be sought on the 28 <sup>th</sup> January 2021.  <b>Update March 2021 - COMPLETE - Approved at January 2021 Health Board Meeting.</b>
	11. Review of the following supporting policies and information points in respect of Risk: <ul style="list-style-type: none"> <li>• Risk Management Policy Documents</li> <li>• SharePoint page dedicated to risk</li> <li>• Risk Templates</li> <li>• Supporting information and contact points</li> </ul>	31 <sup>st</sup> March 2021  <b>COMPLETED</b>	Update January 2021 – review of the Risk Assessment Procedure and Risk Management Policy is completed and approvals are being sought in January 2021.  <b>Update March 2021 – COMPLETE – Policy and Procedure documents approved in January 2021. SharePoint page updated with revised risk templates and supporting information.</b>
	12. Detailed review of stagnant trends, control measures and mitigation of all risks on the Organisational Risk Register.	31 <sup>st</sup> December 2021  Delayed due to Covid-19 – 31 <sup>st</sup> March 2021  <b>COMPLETED</b>	Update January 2021 – this was undertaken on some risks during December 2020, however due to the focus on responding to the pandemic not all risks were reviewed in this detail during December.  <b>Update March 2021 – COMPLETE review undertaken in February 2021. Reviews will be ongoing as risks are updated.</b>
Understanding the Risk Domains and Principal Risks that may impact the Strategic Objectives	13. CTMUHB objectives to be confirmed via the IMTP 2020-23 process	March 2020 COMPLETED	COMPLETE - Approved at March 2020 Health Board Meeting.
	14. Principal risks in achieving the IMTP 2020-23 to be tested for inclusion in the BAF.	April 2020 Revised Date: July 2020 COMPLETED IN AUGUST 2020	DELAYED DUE TO COVID19 Tested/approved at Management Board 15.04.20. COMPLETE – scheduled for consideration at the July Management Board.
	15. Grading the Principal Risks	31 <sup>st</sup> December 2020  31 <sup>st</sup> March 2021	Principal Risks agreed by the Management Board – the grading has been delayed due to the focus on the Covid-19 pandemic response. Update January 2021 – in light of the current focus on the Covid-19 pandemic this action will be revisited in the new year.

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		<b>31<sup>st</sup> July 2021</b>	Update March 2021 – the impact of Covid-19 has impacted the pace of the further development and review of grading of principal risks and risk appetite tolerance levels as the Organisational Risk Register in its revised format needs time to mature and embed before the Health Board shifts to reporting on strategic risks.
<b>BOARD ASSURANCE: Defining the Health Board's Risk Appetite and Tolerance Levels</b>	16. Workshop on agreeing Board risk appetite	April 2020 Revised Date: August 2020 COMPLETED IN SEPTEMBER 2020	DELAYED DUE TO COVID19 Rearranged from April 2020 to August 2020. COMPLETE – workshop held and actions agreed that will now be taken forward by the Assistant Director of Governance & Risk
	17. Agree Principal risks to include in the BAF at Board, with controls, assurance and gaps identified.	May 2020 Revised Date August 2020 COMPLETED IN SEPTEMBER 2020	DELAYED DUE TO COVID19 Delayed due to impact on other milestones as a result of Covid-19. To be addressed in Board Development session planned for August 2020. COMPLETE – workshop held and principal risk approach and proposals supported. Further actions agreed that will now be taken forward by the Assistant Director of Governance & Risk which will include the further work on the Board Assurance Report.
	18. Further develop the Board Assurance Report – triangulating performance, assurance and risk.	<b>December 2021</b>	Aspirations for the Board Assurance Report are outlined in the Risk Management Strategy approved by the Board in January 2021.