



**AGENDA ITEM**

7.4

**AUDIT & RISK COMMITTEE**

**RISK MANAGEMENT STRATEGY**

**Date of meeting**

14/12/2020

**FOI Status**

PUBLIC

**If closed please indicate reason**

Not Applicable – Public Meeting

**Prepared by**

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**Presented by**

Cally Hamblyn, Assistant Director of Governance & Risk

**Approving Executive Sponsor**

Director of Corporate Governance

**Report purpose**

ENDORSE FOR BOARD APPROVAL

**Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)**

**Committee/Group/Individuals**

**Date**

**Outcome**

Board Development Session

3/09/2020

AMENDMENTS  
IDENTIFIED

Management Board

22/10/2020

ENDORSED

**ACRONYMS**



## 1. SITUATION/BACKGROUND

- 1.1 A fundamental review of the current Risk Management Strategy, approved in March 2020, has been undertaken to reflect the change of approach as discussed at Board Development Session on the 3 September 2020 and the Risk Management Improvement Plan.
- 1.2 The Risk Management Strategy (Appendix 1) has been reviewed and endorsed at the Management Board meeting in October 2020.

## 2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 2.1 The revised Risk Management Strategy is included at Appendix 1. Due to the number of changes made the strategy amendments have not been tracked, however, the key changes are identified below:
- A revised **Risk Domains Matrix** – streamlined domains and new additions have been added.
  - **Risk Management Process – Service to Board** – this has been developed to show the road map of risk escalation through the Health Board.
  - A **Risk Appetite Statement** – drafted following discussions at the Board Development Session.
  - **Risk Appetite Matrix** – the new matrix is based on the example shared by Amberwing and was welcomed by the Board in the session.
  - The final iteration of the Health Board's **Principal Risk's**.
  - The **Board Assurance Framework** approach.

## 3 KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 3.1 The risk appetite of 'averse' and 'cautious' are considered appropriate due to the current position the Health Board is in regarding targeted intervention and special measures. The Health Board's Risk Appetite will be reviewed on an annual basis.
- 3.2 The grading of Principal Risks has been delayed due to the Health Board's focus in responding to the increase in Covid-19 infections impacting the Health Board and its communities. However, this action will remain on the Risk Management Improvement Plan.
- 3.3 The development of the Board Assurance Report will require significant input from Strategic Risk Owners, Risk Owners and Performance and Assurance colleagues to ensure it is a robust and valuable tool. At this time capacity is limited to develop this further,

however, it has been included in the Risk Management Improvement plan. In the meantime the Board Assurance Framework is the receipt of the Organisational Risk Register and Integrated Performance Dashboard.

- 3.4 Further amendments were made to the strategy following the Management Board meeting on the 22 October 2020 relating to terminology aligned with the new operating model e.g. Heads of Service changed to Clinical Service Group Managers/Leads and some, further detail to the risk domains to support the Estates Function and to include the role of the Heads of Quality & Safety within Locality Groups.

#### 4. IMPACT ASSESSMENT

<b>Quality/Safety/Patient Experience implications</b>	Yes (Please see detail below)
	Aim to mitigate risks to patients and staff
<b>Related Health and Care standard(s)</b>	Governance, Leadership and Accountability
	All Health and Care Standards are included
<b>Equality impact assessment completed</b>	Yes
	See Strategy Cover Paper
<b>Legal implications / impact</b>	There are no specific legal implications related to the activity outlined in this report.
<b>Resource (Capital/Revenue £/Workforce) implications / Impact</b>	There is no direct impact on resources as a result of the activity outlined in this report.
<b>Link to Strategic Well-being Objectives</b>	Provide high quality, evidence based, and accessible care

#### 5. RECOMMENDATION

- 5.1 The Committee are asked to **ENDORSE FOR BOARD APPROVAL** the Revised Risk Management Strategy and the following key appendices:
- **Risk Domains Matrix**
  - **Risk Management Process – Service to Board**
  - **Risk Appetite Statement**
  - **Risk Appetite Matrix**
  - **Principal Risks**
  - **Board Assurance Framework**