

## 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  <b>COMPLETED IN JUNE 2020</b>	<b>1. The Principal has been agreed with the Executive Team – COMPLETE.</b> <b>2. DELAYED DUE TO COVID-19.</b> The corporate risk register still needs transfer to DATIX. <b>COMPLETE</b> - 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 <b>COMPLETED</b>	<b>COMPLETE</b> - Email circulated on the 31.01.2020
	3. Draft Risk Management Strategy and Board Assurance Framework to go to MB.	February 2020 <b>COMPLETED</b>	<b>COMPLETE</b> - 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 <b>Revised Date:</b> July 2020  <b>COMPLETED IN JUNE 2020</b>	<b>DELAYED DUE TO COVID19</b> Process reviewed and discussed at Management Board on 20.02.20 with ILG representation. <b>Update May 2020:</b> Corporate Risk Lead to meet with ILG's in June to understand their requirements to safely manager risk in accordance with the Revised Risk Management Strategy & the new Operating Model. <b>COMPLETE</b> – 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 <b>Delayed – review in January 2021</b>	<b>Update November 2020</b> - Consideration will be given in January 2021.
	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 <b>Revised Date:</b> July 2020 <b>COMPLETED IN JUNE 2020</b>	<b>ORIGINAL DATE DELAYED DUE TO COVID19</b> <b>COMPLETE 15<sup>th</sup> June</b>  <b>COMPLETE</b> – 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 <b>Revised Date:</b> July 2020  <b>COMPLETED IN JUNE 2020</b>	<b>DELAYED DUE TO COVID-19</b> <b>Update May 2020</b> 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. <b>COMPLETE</b> – 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. <b>Datix Restructure in Risk Model – 31<sup>st</sup> January 2021</b>  Once for Wales Risk Module Milestone – 31.3.2022	<b>Update November 2020</b> - Work on the current system ongoing around structures. Met with the Datix team in early November 2020 to discuss requirements. Meeting included ILG colleagues. 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.	TBC <b>ON HOLD – Review January 2021</b>	Update November 2020 – Training has been delivered upon request. A TNA will be developed once the response to Covid-19 has eased pressures on these key service groups and functions.
	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	Update November 2020 – Revised Risk Management Strategy endorsed at the Management Board meeting in October 2020. Scheduled for submission at the Audit & Risk Committee in December to endorse for Board Approval. Board approval will be sought on the 26 <sup>th</sup> January 2021.
	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	Update November 2020 – review of the Risk Assessment Procedure and Risk Management Policy commenced and documents out for consultation.
Understanding the Risk Domains and Principal Risks that may impact the Strategic Objectives	12. CTMUHB objectives to be confirmed via the IMTP 2020-23 process	March 2020 <b>COMPLETED</b>	<b>COMPLETE</b> - Approved at March 2020 Health Board Meeting.
	13. Principal risks in achieving the IMTP 2020-23 to be tested for inclusion in the BAF.	April 2020 <b>Revised Date:</b> July 2020 <b>COMPLETED IN AUGUST 2020</b>	<b>DELAYED DUE TO COVID19</b> Tested/approved at Management Board 15.04.20. <b>COMPLETE</b> – scheduled for consideration at the July Management Board.
	14. Grading the Principal Risks	<b>31<sup>st</sup> December 2020</b>  <b>31<sup>st</sup> March 2021</b>	Principal Risks agreed by the Management Board – the grading has been delayed due to the focus on the Covid-19 pandemic response. Update November 2020 – in light of the current focus on the Covid-19 pandemic this action will be revisited in the new year.
BOARD ASSURANCE: Defining the Health Board’s Risk Appetite and Tolerance Levels	15. Workshop on agreeing Board risk appetite	April 2020 <b>Revised Date:</b> August 2020 <b>COMPLETED IN SEPTEMBER 2020</b>	<b>DELAYED DUE TO COVID19</b> Rearranged from April 2020 to August 2020. <b>COMPLETE</b> – workshop held and actions agreed that will now be taken forward by the Assistant Director of Governance & Risk
	16. Agree Principal risks to include in the BAF at Board, with controls, assurance and gaps identified.	May 2020 <b>Revised Date</b> August 2020 <b>COMPLETED IN SEPTEMBER 2020</b>	<b>DELAYED DUE TO COVID19</b> Delayed due to impact on other milestones as a result of Covid-19. To be addressed in Board Development session planned for August 2020. <b>COMPLETE</b> – 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.
	17. Further develop the Board Assurance Report – triangulating performance, assurance and risk.	December 2021	Aspirations for the Board Assurance Report are outlined in the Risk Management Strategy.