







High Level Objective from Risk Management Development Plan (RMDP)	What does success look like?	How will we measure success?	Progress Update	Who is responsible?	Deadline for Implementation	RAG Rated Status – At a Glance
<p>Review the risk management architecture and make recommendations for any improvements that can be identified.</p>	<p>The distinctions between Strategic, Corporate and Organisation wide risks would be understood at all levels through a refreshed Policy and appropriate training and awareness raising activities.</p> <p>The Board would continue to take assurance that the risk management system was operating effectively at all levels of the organisation.</p> <p>The Board would continue to take assurance that risk management was an integral part of the decision-making process across the organisation.</p>	<p>Assessment of the training compliance levels and in-house audits of risk management processes.</p> <p>Through outcomes of Structured Assessment and Risk Management Internal Audits. Board member annual evaluations.</p> <p>Evidence of risk management forming local agendas and business development plans at Divisional and Directorate level meetings. Risks cited on the Board Assurance Framework would be informed by the intelligence gained from appropriate use of DATIX.</p>	<p>December 2024 – Proposal to revise the deadline to realise the full objective. There has been a slight delay to the review and refresh of the Risk Management Policy.</p>	<p>Head of Risk Management Risk Manager</p>	<p>November 2024 March 2025</p>	
<p>To review and revise the current risk</p>	<p>Risk appetite setting would become an</p>	<p>Strategic Planning colleagues would use the Board</p>	<p>December 2024 –</p>	<p>Head of Risk Management</p>	<p>January 2025</p>	

<p>appetite against the new organisational priorities.</p>	<p>intrinsic part of the annual planning process.</p>	<p>approved risk appetite parameters to determine actions in each risk category/area of business.</p>	<p>Due to the new Chair commencing formally in post in December 2024, there has been a slight delay in presenting the Board with a revised Risk Appetite Framework and Approach. Proposal to extend the deadline for implementation.</p>	<p>Risk Manager</p>	<p>March 2025</p>	
<p>To develop a system of establishing risk appetite across all levels of the organisation that aligns with the Board's expectations.</p>	<p>Annual statement of risk appetite would be produced by the Board every year.</p>	<p>An updated risk appetite statement to be included annually in the Risk Management Policy and Communicated to staff across the organisation.</p>	<p>December 2024 – Due to the new Chair commencing formally in post in December 2024, there has been a slight delay in presenting the Board with a revised Risk Appetite Framework and Approach. Proposal to extend the deadline for implementation.</p>	<p>Head of Risk Management Risk Manager</p>	<p>November 2024 March 2025</p>	

<p>To significantly raise the level of awareness and understanding of the concept of risk appetite in terms of its fit with the decision-making process.</p>	<p>Risk appetite would be embedded in Directorates to the extent that it was an integral part of their decision making.</p>	<p>Consistent reporting of risks throughout the organisation measured through the application of the risk appetite levels to clearly articulate where risks are being tolerated outside of an agreed risk appetite for the risk categorisation.</p>	<p>December 2024 - Proposal to revise the deadline implementation date for this objective due to delays as outlined in above objectives.</p>	<p>Head of Risk Management Risk Manager</p>	<p>January 2025 July 2025</p>	
<p>Undertake review of the Datix risk module with representation from across the organisation to establish its long-term suitability and deliver any short/long terms improvements that can be made to the existing system.</p>	<p>All risks would be reported and managed on Datix in a timely and robust manner as the system would be agile and facilitate ease of use.</p> <p>Risks would be regularly identified and monitored by the appropriate body of people i.e. Directorate risks at SLT's, Information Governance organisational wide risks at Information Governance Working Group and so forth.</p> <p>A clear line or "golden thread" between all levels of the organisation would be demonstrated</p>	<p>Pragmatic and continuous engagement across the organisation primarily through the Risk Assurance Network, to ensure a 'train the trainer' approach is adopted and embedded.</p> <p>As the above approach is implemented, further enhanced level 2 risk management training will be delivered to risk handlers and owners to ensure risk is driving business for the Directorate at the appropriate forums.</p> <p>Development work is ongoing in respect of risk escalation which will be supported through a redevelopment of the risk module on Datix Web.</p>	<p>December 2024 – This objective has been completed.</p>	<p>Head of Risk Management Risk Manager</p>	<p>October 2024</p>	

	i.e. escalation from lower-level risks to a strategic level and vice versa.	Clear definitions for each level of risk will be articulated alongside criteria for escalation, linked to service area performance indicators.				
Develop the resources required to enable and empower our people to actively seek out and identify risks and opportunities.	<p>Organisational decision making will be informed by robust and rigorous risk assessments and the organisation will be better able to explain and defend decisions taken.</p> <p>Future organisational plans and strategies will explicitly point to robust and rigorous risk assessments that enable the organisation to seek out opportunities based on carefully calculated judgements.</p>	<p>This will be realised through the ongoing risk management training at varying levels. Level 1 for all staff, Level 2 for risk handlers/owners/managers and Level 3 for VSM and Board members, implemented through Board development sessions.</p> <p>Embedding effective risk assessment and management into IMTP planning processes in critical in realising this benefit of the RMDP. This has commenced in the latest IMTP iteration and will be strengthened further in the next strategic planning period.</p>	<p>December 2024 – Head of Risk Management has been closely involved in the review of the route maps that underpin the IMTP and support delivery of strategic objectives. In doing this, the organisation can identify risks to delivery early on and adapt plans and actions accordingly.</p> <p>Once the revised risk appetite framework is in place, this will support staff to actively seek out opportunity risks</p>	Head of Risk Management Risk Manager	September 2025	

			and encourage innovation.			
<p>Review and revise the roles and responsibilities of Committees in the risk management system; Clarify the role of the Senior Leadership Team in both Corporate and Directorate risk management.</p>	<p>The system would enable the organisation to mature to the point where the Board and Executive Team would be assured by higher level data rather than relying on the minutiae of day-to-day risk management.</p> <p>Risk Registers would be presented at all levels in a timely fashion, updated as required with sufficient detail to enable the scrutinising group to take the assurance it requires.</p> <p>The Senior Leadership Team would have a clear role to play in risk management that added value to the process and gave the Business Executive Team confidence that Directorate risk management was effective.</p>	<p>A plan is in development to move all Strategic risks to Datix. The Corporate risks are already captured via Datix and Leadership Team have ownership of this.</p> <p>This benefit would be realised as an output of associated training undertaken across the organisation.</p> <p>Further development in relation to the role and function of leadership is taking place and at its March 2024 meeting, leadership team were presented with a vision for the role it will play regarding the interface between corporate and strategic risks.</p>	<p>All actions to achieve objectives are in place.</p>	<p>Head of Risk Management Risk Manager</p>	<p>All actions to achieve objectives are in place.</p>	

<p>Develop effective performance metrics for the risk management system.</p>	<p>Performance measures would be reported upon regularly which demonstrate not only effective risk management, but continuous improvement.</p>	<p>Development of a set of key risk indicators is underway to reflect key performance indicators for respective service areas. This is something that will be realised iteratively over the next 2 years. Consultants agree that this is the right thing to do however further understanding and development work in relation to local contingency and continuity plans should also be incorporated.</p>	<p>December 2024 – Head of Risk Management now forms part of the business continuity and emergency preparedness group. Further understanding is required to identify what actions can be taken to establish local key risk indicators. Proposed to extend the deadline for implementation to March 2026. This is a significant body of work and due diligence and will be iterative in nature.</p>	<p>Head of Risk Management Risk Manager</p>	<p>January 2025 March 2026</p>	
<p>Data pulled into the PaDD and DaDD demonstrates a true reflection of the risks recorded in Datix (and SharePoint) and managed within agreed performance</p>	<p>PHW would be able to demonstrate the learning gained from risk, issues and concerns identification and management, with delivered improvement projects as an outcome.</p>	<p>Draft reporting templates are in development with Grant Thornton colleagues and will be presented to the Leadership Group, Risk Assurance Network and subsequently BET by end of April 2024.</p>	<p>December 2024 – Data from Datix is no longer required to inform the PaDD and DaDD reports however, development continues in</p>	<p>Risk Manager</p>	<p>January 2025</p>	

<p>indicators, and standard reports/narrative templates developed.</p> <p>Ensuring learning is identified and drawn from risk/concerns data in order to implement improvements/support business cases.</p>	<p>The organisation to achieve compliance with the approved performance metrics (see 6.6. above).</p> <p>The sharing of learning and “Good News Stories” actively shared across the organisation.</p>	<p>Further benefits realisation of the triangulation of data will be an iterative process however, progress is being made through the Shared Learning Group that reflects the ‘offer’ of the quality, performance, and risk metrics to the rest of the organisation. Any learning can then be communicated via the monthly Directorate newsletter and other means i.e. internal intranet etc.</p>	<p>relation to the adoption of a dashboard approach using PowerBI in conjunction with Datix. A revised reporting template dashboard for operational risk reporting in the first instance, is anticipated for early 2025.</p> <p>Head of Risk Management and Risk Manager regularly attend shared learning group meetings, alongside Directorate level SMTs and Quality meetings to ensure risk is triangulated in conjunction with incidents, concerns, and performance issues. Therefore, this element of the</p>	<p>Head of Risk Management Risk Manager</p>		
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