



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>Oct 2025</p> <p>Objective complete.</p>	<p>Head of Risk Management Risk Manager</p>	<p>March 2025</p>	
<p>To review and revise the current risk appetite against the</p>	<p>Risk appetite setting would become an</p>	<p>Strategic Planning colleagues would use the Board approved risk appetite</p>	<p>Oct 2025</p>	<p>Head of Risk Management</p>	<p>March 2025</p>	

new organisational priorities.	intrinsic part of the annual planning process.	parameters to determine actions in each risk category/area of business.	Objective complete.	Risk Manager		
To develop a system of establishing risk appetite across all levels of the organisation that aligns with the Board's expectations.	Annual statement of risk appetite would be produced by the Board every year.	An updated risk appetite statement to be included annually in the Risk Management Policy and Communicated to staff across the organisation.	Oct 2025 Objective complete.	Head of Risk Management Risk Manager	March 2025	
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.	Risk appetite would be embedded in Directorates to the extent that it was an integral part of their decision making.	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.	Oct 2025 Objective complete.	Head of Risk Management Risk Manager	July 2025	
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.	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. Risks would be regularly identified and monitored by the appropriate body of people i.e. Directorate	Pragmatic and continuous engagement across the organisation primarily through the Risk Assurance Network, to ensure a 'train the trainer' approach is adopted and embedded. As the above approach is implemented, further enhanced level 2 risk management training will be	December 2024 – This objective has been completed.	Head of Risk Management Risk Manager	October 2024	

	<p>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 i.e. escalation from lower-level risks to a strategic level and vice versa.</p>	<p>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. Clear definitions for each level of risk will be articulated alongside criteria for escalation, linked to service area performance indicators.</p>				
<p>Develop the resources required to enable and empower our people to actively seek out and identify risks and opportunities.</p>	<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</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</p>	<p>Oct 2025</p> <p>Objective complete.</p>	<p>Head of Risk Management Risk Manager</p>	<p>September 2025</p>	

	on carefully calculated judgements.	commenced in the latest IMTP iteration and will be strengthened further in the next strategic planning period.				
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>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</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>	All actions to achieve objectives are in place.	Head of Risk Management Risk Manager	All actions to achieve objectives are in place.	

	Directorate risk management was effective.					
Develop effective performance metrics for the risk management system.	Performance measures would be reported upon regularly which demonstrate not only effective risk management, but continuous improvement.	Develop a set of key risk indicators to reflect key performance indicators for respective service areas. This is something that will be realised iteratively over the next 2 years.	Oct 2025 Objective to be carried over to the Risk Management Maturity Plan to be realised as part of phase 2 of embedding key enterprise risk management standards and principles.	Head of Risk Management Risk Manager	March 2026	
Data pulled into the PaDD and DaDD demonstrates a true reflection of the risks recorded in Datix (and SharePoint) and managed within agreed performance indicators, and standard reports/narrative templates developed. Ensuring learning is identified and drawn from risk/concerns	PHW would be able to demonstrate the learning gained from risk, issues and concerns identification and management, with delivered improvement projects as an outcome. The organisation to achieve compliance with the approved performance metrics (see 6.6. above). The sharing of learning and “Good News Stories”	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. 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,	Oct 2025 The data element of this objective will be revised to reflect the potential changing position of the electronic risk management system and is therefore proposed to be carried over to the Risk Management Maturity Plan.	Risk Manager Head of Risk Management	March 2026	

data in order to implement improvements/support business cases.	actively shared across the organisation.	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.	Objective related to learning is complete.	Risk Manager		
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