**HRA Corporate Risk Register Overview – Quarter 1 (15/16) – Current Risk status**

**Impact**

**5**

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| **Key:**  **Quality Assurance risk**  **Operational risk**  **Communications risk**  **Recruitment risk**  **Social Care risk**  **Information Technology risk**  **Judicial Review risk**  **Estates strategy risk**  **Finance risk**  **Risk increased since last quarter**  **Risk decreased since last quarter**  **HRA Controlled Risk**  **Risk Partially Controlled**  **Externally Controlled Risk**  **HRA Approval risk**  **Confidentiality Advisory Group risk** |

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|  | **HRA Approval**  **206.** Metrics identification |  |
| **HRA Approval**  **326.** Other org. not ready for cohort 3 NEW  **324.** Impact on NHS Trust / NIHR CRN metrics NEW  **323.** Changes to systems delays cohort 3 NEW  **319.** Technical assurance not in place NEW  **318.** Recruitment delays NEW  **288. Social Care –** unknown scope and expectations  **343. Finance –** additional saving targets  **Estates strategy**  **294.** Medium term savings failure  **282. Comms –**  Website and intranet out of date NEW  **330. Systems** –  IRAS users not understand comms as HRA Approval implemented NEW | **317. Recruitment** - delays  **237. QA** - Business objective delivery  **HRA Approval**  **204.** Substantial change for stakeholders  **215.** Expectations of stakeholders  **325.** Controlled roll out of HRA A not understood NEW  **320.** Measurement of data points unclear for Trusts NEW  **219.** UK Wide compatibility (Increased) |  |
|  | **Judicial Review**  **341.** Outcome requires additional work - impact on BAU NEW  **Operational risk**  **337.** Reduction in ability to meet KPIs NEW |  |

**4**

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| **Removed risks:**  **Estates strategy**  **292.** Milestone failure  **293.** Flexible working failure  **HRA Approval**  **306.** Cohort 3 implementation  **214.** Perceived agenda to solve everything  **300.** Interface HRA systems & CPMS  **289. Comms**  Strategy & stake-holder engagement  **CAG**  **223.** Changes perceived to reduce safeguards  **312.** Increased workload KPI impact |
| **Actions taken to resolve key risks:** |

**3**

**Likelihood**

**3**

**4**

**5**

**3**

**Likelihood**

**5**

**4**

**Trend analysis**

A total of 20 risks were escalated to the Corporate risk register in Q1 (15/16) in comparison with 17 in Q4 (14/15).

A total of 8 risks were removed from the previous risk register with 11 new risks added.

The majority of new risk added and removed relate to HRA Approval as the requirements for the upcoming cohort 3 roll out are finalised.

Key risks to flag include 341 relating to the judicial review and a linked risk relating to the website (282).

Of the 20 risks on the Corporate risk register at the end of Q1 (15/16) 5 risks had been on the risk register for up to over 12 months. 4 of the 5 risks relate to HRA Approval. HRA Approval is a considerable programme of work for the HRA and poses a significant reputational risk to the organisation therefore the risks will likely remain on the Corporate risk register for the remainder of this financial year whilst HRA Approval continues to roll out. EMT is satisfied with the level of residual risk following mitigation.

The other risk on the register over 12 months relate to:

* the development of QA management process / ISO 9001 which again is a considerable piece of work requiring organisational wide change.