**HRA Corporate Risk Register Overview – Quarter 2 (15/16) – Current Risk status**

**Impact**

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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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| **CAG 348.** Unable to effectively deliver new advisory function pending National Data Guardian review on consent/objections NEW |  |  |
| **HRA Approval****324.** Impact on NHS Trust / NIHR CRN metrics**319.** Technical assurance not in place**350.** Acceptance varies due to differing perceptions of impact NEW**353.** Acceptance and understanding by RECs and sites of radiation process is inconsistent NEW**Comms 282.** Website and intranet out of date**Social Care 288.** Unknown scope and expectations  | **IT 099.** Significant issues affecting HRA business operations**CAG 349.** Additional workload driven by advice provided by HSCIC ahead of position being agreed NEW**HRA Approval****204.** Substantial change for stakeholders**325.** Controlled roll out of HRA A not understood**219.** UK Wide compatibility (Increased)**303.** Insufficient resources to handle new site amendments relating to legacy studies NEW**352.** UK-wide compatible process implementation challenging fortechnical assurance components NEW  |  |
|  | **Judicial Review****341.** Outcome requires additional work - impact on BAU**HRA Approval 344.** Confusion and duplication of activities around local study setup and delivery NEW  |  |

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| **Removed risks:****294. Estates strategy** Medium term savings failure**HRA Approval****326.** Other org. not ready for cohort 3 **323.** Changes to systems delays cohort 3**318.** Recruitment delays**206.** Metrics identification**215.** Stakeholder expectation**320.** Data point measurement unclear for Trusts **330. Systems** - IRAS users not understand comms as HRA A implemented**237. QA** - Business objective delivery**317. Recruitment** - delays  |
| **Closed risks:****343. Finance –** additional saving targets **HRA Approval 318.** Recruitment delays**Operational risk****337.** Reduction in ability to meet KPIs  |

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**Likelihood**

**3**

**4**

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**3**

**Likelihood**

**5**

**4**

**Trend analysis**

A total of 16 risks were escalated to the Corporate risk register in Q2 (15/16) in comparison with 20 in Q1 (15/16).

A total of 10 risks were removed from the Corporate risk register as EMT agreed they no longer required flagging to Board with a further 3 risks closed. A total of 6 new risks were added to the register with a further risk (IT.099), which has been on the EMT register for some time, being escalated. The majority of new risks added and removed relate to HRA Approval.

Key risks to flag include 341 relating to the judicial review and a linked risk relating to the website (282). Work to mitigate these risks is detailed on the full Corporate Risk register. Two new risks relating to CAG (348 & 349) are also noteworthy to flag. External factors are significant for these two risks however relevant actions have been implemented to minimise their impact.

Of the 16 risks on the Corporate risk register at the end of Q2 (15/16) 2 risks had been on the risk register for up to over 12 months. This is down from 5 for Quarter 1.

The remaining 2 risks relate to HRA Approval which is a considerable programme of work for the HRA and poses a significant reputational risk to the organisation. These risks relate to fundamental aspects of the programme such as the perceived extent of change (HRA204) and operational differences between countries which present navigational challenges (HRA219). These risks will likely remain on the Corporate risk register for the remainder of the year whilst HRA Approval continues to roll out. EMT however is satisfied with the level of residual risk following mitigation.

Half of the risks on the risk register (8) are less than 4 months old. The majority of these relate to HRA Approval and CAG.