

Table 1 – Linkage between Risk Management (RM) 2025/6 Objectives and Proposed 2026/8 Objectives

Previous 2025/6 RM Objective and elements informing on-going activity	Proposed 2026/8 RM Objective	Purpose
<p>1. Strengthen the system of assurance to Board level</p>	<p>1. Strengthen and Embed Governance Structures for Risk Management</p>	<p>Strengthen the flow of risk and assurance information through redesigned governance structures (new Executive Board and Operational Executive Group, emerging Organised for Success Care Group structure).</p>
<p>2. Refresh the organisation’s appetite for risk</p> <p>2.2 Reviewing and aligning risk appetite statements. 2.3 Annual review of risk appetite.</p>	<p>2. Strengthen Integration Between Risk, Performance, Delivery and Assurance</p>	<p>Align risk with Executive Performance Reviews and operational delivery and to embed risk and assurance more visibly within performance and delivery discussions, strengthening decision-making.</p>
<p>3. Consistent approach managing risk</p> <p>3.2 Issues vs risks clarification 3.3.1 ORR linkage to CRR 3.3.2 Thematic reporting to Committees 3.6 Shared risks with partners 3.7 Project-specific risks 3.9 Cross-cutting risks 3.10 Fraud risk approach 3.11 EPRR risk approach</p>	<p>3. Enhance Consistency and Quality of Risk Management Practice, Build Organisational Maturity</p>	<p>Further develop the organisation’s risk skills, confidence and cultural capability through training, development and a structured maturity framework.</p> <p>Ensures risk processes, procedures, scoring, controls, mitigations and assurances are applied consistently across Service / Care Groups and Corporate teams, ensuring high quality risk practice.</p>
<p>4. Enhance knowledge of staff in risk management</p> <p>4.1 L1/L2 training refresh 4.2 Enhanced training/workshops 4.3 Easy-read guides 4.4 Learning sets</p>		
<p>5. Tools to support effective risk management</p> <p>5.1 Risk system replacement</p>	<p>4. Strengthen Infrastructure and Systems to Support Risk Management</p>	<p>Ensure electronic systems reflect Organised for Success structures and progression of (national) modernisation activity to improve the tools, data and systems that underpin reliable, consistent risk reporting – ‘better insight, better decision making’.</p>
<p>6. Measure impact of implementing plan</p> <p>6.1 Impact evaluation of strategy 6.2 New RM Strategy for 2026</p>	<p>5. Evaluate Impact and Ensure Future Strategic Alignment</p>	<p>Measure the impact of the implementation plan and track organisational progress, to ensure ongoing alignment with strategic aims and Board expectations.</p> <p>Ensures the risk management framework remains dynamic, evidence-based and forward-looking.</p>

Table 2 – Proposed 2026-28 Objectives and SMART actions

Proposed 2026-28 Objective	Supporting Action	Timescale	Progress
<p>1. Strengthen and Embed Governance Structures for Risk Management</p> <p>Responds to 25/26 Internal Audit findings: 2: Risk Management Group uncertainty 3: Risk Appetite statements finalisation delays 4: Gaps in risk actions.</p>	1. Review and update relevant risk-related governance TORs (Corporate forums).	Q1 FY 2026/27	
	2. Implement a standardised escalation and de-escalation pathway (Corporate forums).	Q2 FY 2026/27	
	3. Review and update risk appetite statements (Board).	Q2 FY 2026/27	
	4. Review and update Risk Management Policy to reflect changes to governance structures, including Organising for Success.	Q3 FY 2026/27	
<p>2. Strengthen Integration Between Risk, Performance, Delivery and Assurance</p> <p>Responds to 25/26 Internal Audit finding: 2: Operational risks may not be effectively identified.</p>	5. Develop, implement and embed an integrated risk-performance reporting template within the Executive performance review framework.	Q1 FY 2026/27	
	6. Monitor and review the effectiveness of risk-performance reporting (linked to Action 5).	Q3/4 FY 2026/27	
<p>3. Enhance Consistency and Quality of Risk Management Practice, Build Organisational Maturity</p> <p>Responds to 25/26 Internal Audit Findings: 1: Risk Management Procedures and Training Provision 3: Risk Appetite statements finalisation delays 4. Gaps in risk actions</p>	7. Review and update Risk Management procedural guidance and supporting documentation.	Q1 FY 2026/27	
	8. Produce refreshed Level 1 & 2 risk training programme.	Q2 FY 2026/27	
	9. Develop a Risk Maturity Improvement Framework with baseline assessment	Q3/4 FY 2026/27	
<p>4. Strengthen Infrastructure and Systems to Support Risk Management</p>	10. Support Datix Team regarding updates to existing Datix system structures and hierarchies (in line with Organising for Success).	Q3 FY 2026/27	
	11a. Progress development of national system specification and	Q2 FY 2026/27	
	11b. Support decision-making regarding SBUHB's procurement options.	Q3/4 FY 2026/7	
	12. Co-design and implement revised reporting dashboards with Care Groups: a. Current System (Datix, Digital Resource Dependent) b. New system (TBD)	Q2 2025/2026 Q2/3 FY 2027/28	
<p>5. Evaluate Impact and Ensure Future Strategic Alignment</p>	13. Undertake impact evaluation and produce findings report to inform the new strategy.	Q3/4 FY 2027/28	