

29 September 2016

Board

Corporate Risk and Assurance Report 2016-17

1. Purpose of this report

The purpose of this report is to record changes to the Corporate Risk & Assurance Report made between July and September 2016 and to outline progress made to date on risk actions.

2 Changes to Corporate Risks

New Risks – SMT has agreed that there is an element of duplication across the range of risks relating to shared services. It is therefore proposed that risks 4, 6, 7 and 9 are removed and replaced with a single risk which reflects the corporate risk relating to shared services. The new risk has been proposed by the Head of Shared Services:

Risk 3 – Risk of not achieving the agreed business case outcomes for HR and Finance systems leading to financial and reputational damage.

Risk 15 was added to the register in August 16 but is now proposed for removal as below.

Risk 15 - There is a risk that the HSC Pensions Service will not be in a position to deliver annual benefit statements to members of the new 2015 scheme by 31 August 2016 as required under the Public Service Pensions Act (Northern Ireland) 2014.

Revised Risks – All risks have been updated and/or re-numbered with changes shown in red.

Removed Risks – The following risks are recommended for removal following the addition of the above new Shared Services risk:

Risk 4 - Lack of Resources to unlock the business case benefits for Finance, HR, Procurement and FPS Business Systems Replacement.

Risk 6 - Shared Services may not achieve business case outcomes.

Risk 7 - Inability to implement new Shared Service for Payroll, Payments, Income, Selection & Recruitment in line with Departmental timetable and customer expectations. Risk of disruption to services and damage to reputation during period of transition due to system problems and inexperienced staff

Risk 9 - Inability to implement replacement systems for Finance, HR and Procurement in line with agreed plan.

The removal of risk 15 (which was added in August 16) is also proposed given that the risk has now materialised.

Risk 15 - There is a risk that the HSC Pensions Service will not be in a position to deliver annual benefit statements to members of the new 2015 scheme by 31 August 2016 as required under the Public Service Pensions Act (Northern Ireland) 2014.

A Breach of law reported to Pensions Regulator 8 July 2016 and plans are in place to deliver annual benefit statements by end December 2016.

Corporate Objective No 1: To Deliver Value for Money Services to our Customers

Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Report on Board Action Plan		
	L	I	S	Rate			Action	By Whom End Date	Comment
	<p>1. Levels of savings in the overall environment for HSC are so great that BSO service provision to customers are negatively affected and/or we fail to breakeven.</p> <p>The Leadership Centre may be particularly affected by a reduced level of client income e.g. HSCB</p> <p><u>Risk Owner(s)</u> DoF CX / Dirs</p> <p><u>Type of risk:</u> Economic & Financial</p>	4	4	16					

Corporate Objective No 1: To Deliver Value for Money Services to our Customers

Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Report on Board Action Plan		
	L	I	S	Rate			Action	By Whom End Date	Comment
	2	4	8	High ➔					

Risk Owner(s)
DoCCP
Dirs

Type of risk:
Financial,
Customer/Citizen &
Partnership
Contractual

Corporate Objective No 1: To Deliver Value for Money Services to our Customers

					Report on Board Action Plan				
Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Action	By Whom End Dates	Comment
	L	I	S	Rate					
<p>3. Risk of not achieving the agreed business case outcomes for HR and Finance systems leading to financial and reputational damage.</p> <p><u>Risk Owner</u> Head of SS</p> <p><u>Type of risk:</u> Financial Reputational</p>	3	4	12	High ➔	<p>Departmental oversight of BSF</p> <p>Fortnightly departmental meetings</p> <p>Monthly AD forum</p> <p>Monthly Finance AD forum</p> <p>Monthly HR AD forum</p> <p>Quarterly regional orgs customer forum</p> <p>BSTP programme board</p>		<p>WHSCT migration</p> <p>SEHSCT migration</p> <p>Execute BSF workplan</p> <p>FPL upgrade</p>	<p>Head of Shared Services March 2017</p> <p>Head of Shared Services December 2016</p> <p>Head of Shared Services Mar 18</p> <p>Head of Shared Services Sept 17</p>	<p>WHSCT rollout was completed March 2016. Further work is pending implementation decision by WHSCT and DoH.</p> <p>Rollout commenced Feb 2016</p> <p>Upgrade has been delayed by the supplier. Phase 1 is due to be completed June 2017 and Phase 2 by September 2017</p>

Corporate Objective No 1: To Deliver Value for Money Services to our Customers

					Report on Board Action Plan				
Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Action	By Whom End Dates	Comment
	L	I	S	Rate					
<p>4. Lack of Resources to unlock the business case benefits for Finance, HR, Procurement and FPS Business Systems Replacement.</p> <p><u>Risk Owner</u> Head of SS Dir of Ops Dept SRO</p> <p><u>Type of risk:</u> Financial</p>	3	4	12	High ➔	<p>Following completion of Procurement in October 2012 the updated OBC for FPL and HRPTS systems was approved by DHSSPS and DFP.</p> <p>Revised governance arrangements in place. CXs members of Programme Board and HR & Finance Directors members of Implementation Board.</p> <p>Money released for both systems.</p> <p>Resources identified for FPS systems within HSC ICT budget and OBC approved by DFP. FPS governance transferred to</p>	<p>Dept Accountability Review quarterly (E). Programme Board Reporting monthly (I)</p> <p>Implementation Board monitoring monthly.</p> <p>Technical groups established and meet weekly.</p> <p>Updated OBC for HRPTS & FPL to be submitted and approved before contract signature.</p>	<p>Workshops with functional groups will develop work packages including resource requirements. These will be presented to BRP and BSTP Project Boards as developed.</p> <p>Programme Director to work with SRO & Capital Branch to ensure that reserved monies are released as required.</p> <p>Dir of Ops to confirm continued funding with project SRO.</p>	<p>Dir Of Ops/Head of Shared Services</p> <p>March 2017</p>	<p>All remaining activities will be migrated to BST team within Shared Services at appropriate stage of completion and managed via BSF governance arrangements to take to completion. A time bound work plan has been agreed regionally and implemented which supports the achievement of the FPL and HRPTS benefits.</p>

					<p>HSC ICT programme. FPL go-live – all organisations September 2013.</p> <p>Gateway 4 (HRPTS) and Gateway 0 (BSTP) recommended a stream of work on benefits should be established.</p>				
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Corporate Objective No 1: To Deliver Value for Money Services to our Customers

Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Report on Board Action Plan		
	L	I	S	Rate			Action	By Whom End Date	Comment
<p>5. HSC restructuring leads to negative impact on overall SLA funding</p> <p><u>Risk Owner(s)</u> SMT</p> <p><u>Type of risk:</u> Financial, Customer/Citizen & Partnership Contractual</p> <p><u>Risk added:</u> 9.12.2015</p>	3	4	12	High ➔			<p>Engage as early as possible to identify to which organisation(s) current HSCB services will transfer.</p> <p>SLA/ funding realignment to be identified and progressed following clarity on redistribution of services.</p>	<p>DoCCP September 2016</p> <p>DoCCP DoF 2016/17- TBC</p>	<p>The CEx is a member of the HSC Restructuring Programme Board. The design phase is ongoing with further public consultation expected Autumn 2016.</p> <p>Implementation of the programme plan is likely to commence during 2017/18 with completion planned for early 2018/19.</p>

Corporate Objective No 2: To Grow our Services and Customer Base

					Report on Board Action Plan				
Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Action	By Whom End Date	Comment
	L	I	S	Rate					
<p>6. Shared Services may not achieve business case outcomes.</p> <p><u>Risk Owner</u> Dept SRO Head of Shared Services Dir of Finance (for charging/funding model)</p> <p><u>Type of risk:</u> Financial, Physical & Partnership / Contractual</p>	4	4	16	High ➔	Feasibility Study (2007) on Shared Services Programme Board Project Structure Dept Review Strategic Outline Case (2009/10) – DFP/Dept Assurance Project re-plan presented to BSTP Programme Board on 2 nd September 2013 and approval received.	Project Board (I) Programme Board Reporting (I) DFP/Dept OCB Reviewed (E) SS SS Quality Assurance Group (E) Dept Accountability Review (E) MIPB Assessment Engagement with Senior HSC Officers re design of Shared Services. Public consultation closed end Feb. Ministerial decision announced on 14 May 2012.	SMT reviewing the implementation plan & progress on a fortnightly basis.	Head of Shared Services March 2017	A delay in uptake of some initiatives in Payments will delay the realisation of benefits until March 2017. Accounts receivable benefits realisation is complete. A decision has been taken to delay the realisation of benefits in Payroll to enable a period of stabilisation. This is now expected to be complete in September 2017. Following the decision taken by the Minister around Single Pay Frequency, the original OBC outcomes will not be realised. The Payroll OBC plan will be reconfigured as a result. ESS/MSS will continue to be rolled out.

Corporate Objective No 2: To Grow our Services and Customer Base

					Report on Board Action Plan				
Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Action	By Whom End Date	Comment
	L	I	S	Rate					
<p>7. Inability to implement new Shared Service for Payroll, Payments, Income, Selection & Recruitment in line with Departmental timetable and customer expectations.</p> <p>Risk of disruption to services and damage to reputation during period of transition due to system problems and inexperienced staff.</p> <p><u>Risk Owner</u> Head of Shared Services Dept SRO</p> <p><u>Type of risk:</u> Partnership / Contractual & Customer/Citizen</p>	5	4	20	Extreme ➔	<p>BSTP Governance reporting processes.</p> <p>BSO Shared Services Project oversight by BSO SMT.</p> <p>Project operated using Prince methodology.</p> <p>Project re-plan presented to BSTP Programme Board on 2nd September 2013 and approval received.</p> <p>- Working Group/Project Boards in place with all organisations to deal with cut over activities</p> <p>- SSIG & RIB monitoring</p>	<p>Strategic adviser appointed to assist BSO SMT.</p> <p>BSTP Programme Board reporting.</p> <p>PMO & reporting established bi-weekly.</p> <p>BSTP Implementation Group – regular reporting and review of progress.</p>	<p>Central administration, resources and structures to be agreed.</p> <p>Phased roll-out of shared services dependent on systems roll-out and stabilisation.</p> <p>E-Rec implementation plan currently being rolled out.</p>	<p>Head of Shared Services</p> <p>September 2016</p>	<p>E-Rec has been fully rolled out. Adoption of the system continues to progress: SHSCT, BHSCT and NHSCT are complete.</p> <p>WHSCT roll-out is completed end March 2016 where possible. Further work is pending implementation decision by WHSCT and DoH.</p> <p>SEHSCT rollout commenced February 2016. Work is underway towards full rollout by December 2016.</p> <p>Migration of WHSCT and SEHSCT is dependent on stabilisation of Shared Services Recruitment. Stabilisation criteria have been agreed with a target completion date of September 2016.</p>

Corporate Objective No 2: To Grow our Services and Customer Base

					Report on Board Action Plan				
Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Action	By Whom End Date	Comment
	L	I	S	Rate					
	<p>8. There is a risk that BSO will be unable to implement the Social Care Procurement project resulting in slippage in procurement programme to address the new light-touch regime detailed in regulations 74-77 of the Public Contracts Regulations 2015</p> <p><u>Risk Owner</u> Dir of Ops</p> <p><u>Type of risk:</u> Partnership / Contractual; Legislative / regulatory;</p> <p><u>Risk Added:</u> 24/05/2016</p>	3	4	12					

Corporate Objective No 3: To Pursue and Deliver Excellence through Continuous Improvement

					Report on Board Action Plan							
Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Action	By Whom End Date	Comment			
	L	I	S	Rate								
<p>9. Inability to implement replacement systems for Finance, HR and Procurement in line with agreed plan.</p> <p><u>Risk Owner</u> Head of SS Dir of Ops</p> <p><u>Type of risk:</u> Partnership / Contractual</p>	3	4	12	High ➔	Fully resourced HRPTS and FPL teams in place.	Quarterly Dept Accountability Review (E)	BRP systems enhancement initiatives are ongoing and are being managed through the project governance structures.	Dir of Ops/Head of Shared Services November 2016	FPL and HRPTS (excl E-Rec) now fully live across HSC. The outstanding contractual elements are being delivered by BRP team. Due to delays in project closedown it is anticipated that this will be delayed until November 2016.			
					Weekly Status Reporting system in place for HLC AXON an AXON contractors.	Monthly Programme Board review				Scoping impact and resource of mid-contract application upgrade. Project plan to be submitted to SMT		
					Integrated regional Implementation Board established with members drawn from all key stakeholder groups.	Implementation Board monitoring resource plans monthly					BST/ ITS June 2017	A major mid-contract application upgrade of FPL has been delayed by the supplier. It is now expected to be completed June 2017 (Phase 1) and September 2017 (Phase 2).
					Programme Risk Register and Report regular reviewed by Programme Board.	FPL, HRPTS and Integrated technical groups in place					September 2017	
Programme have received conditional approval of addendum OBC from DFP Supply and DHSSPS.	Self-Assessment Gateway Review (I) Gateway Review (E)	E-Rec implementation plan currently being rolled out.	September 2016	E-Rec has been fully rolled out. Adoption of the system continues to progress: SHSCT, BHSCT and NHSCT are complete.								
					CX Review of Dirs Objectives (I)				WHSCT roll-out is completed end March 2016 where possible. Work is underway towards migration by March 2017			
					Reporting to BSO Board				SEHSCT rollout commenced February 2016. Work is underway towards full rollout			

									<p>by November 2016.</p> <p>Migration of WHSCT and SEHSCT is dependent on stabilisation of Shared Services Recruitment.</p> <p>Stabilisation criteria have been agreed with a target completion date of September 2016.</p>
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Corporate Objective No 3: To Pursue and Deliver Excellence through Continuous Improvement

Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Report on Board Action Plan		
	L	I	S	Rate			Action	By Whom End Date	Comment
<p>10. Benefits of the new FPPS system fail to be realised due to:</p> <p>(i) Contractors declining to use the web based portal, leading to an inability to reduce staff numbers in accordance with plan</p> <p>(ii) Required system fixes for defects and/or change controls not being applied, leading to an inability to reduce staff numbers in accordance with plan;</p> <p><u>Risk Owner</u> Dir of Ops</p>	3	4	12	High ➔	- Operational & Service Review Group to manage prioritisation and execution of fixes and change controls	- FPS Project Board (Benefits Realisation) will monitor the progress and consider means of increasing uptake if necessary	<p>(i) (a) FPS has planned training events and will use roadshows and other meetings with contractor and their representatives to promote the benefits to contractor of using the portal;</p> <p>(b)FPS to gain commitment from HSCB to continue to encourage contractors to use the portal;</p> <p>(ii) (a) FPS to develop an interim contingency plan to resource system impacts in the event of</p>	<p>Dir of Ops December 2016</p>	<p>Almost all GP practices are using the portal to submit at least one Enhanced Services Claim. The roll out of the portal to early adopter dental practices commenced in August 2016.</p> <p>Monitoring of portal uptake is in place and will alert need to retain FPS resource.</p> <p>Phase 1, the implementation of the system, was completed in September 2015. Phase 2 essentially involves the on-going</p>

Risk Score Legend: L for Likelihood / I for Impact / S for Score – Risk Trend: = ➔ No Change / ⬆ Risk Increasing / ⬇ = Risk Decreasing
Assurance Legend: I for Internal Assurance / E for External Assurance

<p><u>Type of risk:</u> Technological; Performance Management</p> <p><u>Risk Added:</u> 17.06.2015</p>																								
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Corporate Objective No 3: To Pursue and Deliver Excellence through Continuous Improvement

					Report on Board Action Plan				
Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Action	By Whom End Date	Comment
	L	I	S	Rate					
<p>11. Failure of key ITS Applications & Infrastructure impacting delivery of Critical Services to Customers.</p> <p><u>Risk Owner</u> Dir of CCP</p> <p><u>Type of risk:</u> Technological & Customer / Citizen</p>	3	4	12	High ➔	<p>Security Procedures; Testing of Business Continuity Plan; Change Control Process; Testing and planning associated with significant change.</p> <p>Engagement of professional report (Gartner).</p> <p><i>Actions from Gartner report completed</i></p>	<p>Internal Audit (E) External Audit (E) SMT Review of ICT Programme (I) Systems Risk Assessment (I)</p>	Additional assurances	<p>Dir of Finance/ Dir CCP</p> <p><i>March 2017</i></p>	<p>A full Disaster Recovery (DR) test was completed in May 2015 based on a scenario of having to evacuate Centre House and carry on operations from the DR site at Boucher Crescent. This was successfully repeated on 19 May 2016. <i>A further desktop DR/Continuity exercise will be facilitated during 2016/17.</i></p> <p>The mobile DR Unit was positioned within the yard in Boucher as part of the test exercise. It has been confirmed that the unit can be connected to the HSC network and the GP OOH solution has been restored</p>

Risk Score Legend: L for Likelihood / I for Impact / S for Score – Risk Trend: = ➔ No Change / ⬆ Risk Increasing / ⬇ = Risk Decreasing
 Assurance Legend: I for Internal Assurance / E for External Assurance

							<p>Go live of new data centre facilities</p>	<p>August 2016 – March 2019</p>	<p>from the third copy and tested within the DR unit.</p> <p>Final Gartner actions have been marked as complete. Any further restructuring of ITS will take place in the context of the wider shared services project.</p> <p>A range of options around 24/7 cover have been developed and have been initially costed. As per former CEx direction, these will be discussed further in a potential shared services context.</p>
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Corporate Objective No 3: To Pursue and Deliver Excellence through Continuous Improvement

Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Report on Board Action Plan		
	L	I	S	Rate			Action	By Whom End Date	Comment
	<p>12. Fail to implement robust information governance process.</p> <p><u>Risk Owner</u> Dir of HRCS Dirs</p> <p><u>Type of risk:</u> Legislative / Regulatory & Performance Management</p>	3	3	9					

Risk Score Legend: L for Likelihood / I for Impact / S for Score – Risk Trend: = ➔ No Change / ⬆ Risk Increasing / ⬇ = Risk Decreasing
Assurance Legend: I for Internal Assurance / E for External Assurance

Corporate Objective No 3: To Pursue and Deliver Excellence through Continuous Improvement

Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Report on Board Action Plan		
	L	I	S	Rate			Action	By Whom End Date	Comment
<p>13. Risk to Data Centres from unstable hospital power / environment may cause further outages.</p> <p>Risk Owner Dir of CCP</p> <p>Type of risk: Technological, Environmental, Physical & Partnership /Contractual</p> <p>Risk Added: 12.12.12</p>	4	5	20	Extreme ➔	<p>Security procedures Business Continuity Plan.</p> <p>SIB has appointed a Project Director for the Data Centres.</p> <p>Surge Protectors have been installed and are operational.</p> <p>Gartner sub-group to reconvene with revised remit to include strategic direction for transfer of data to 3rd data copy.</p> <p>Board presentation on project</p>	<p>Gartner technical work streams.</p> <p>An SLA has been agreed with BHSCT Estates for support of the regional data centre.</p> <p>Disaster Recovery Plan</p>	Review of all other elements of SLA to be carried out.	<p>Head of Infrastructure and Architecture</p> <p>May 2013 To approval date</p>	<p>This Annual Review is underway.</p> <p>Work with Belfast Trust Estates to implement UPS back-up for the air con units has been cancelled due to inability to acquire space in BCH and RVH sufficient to house required equipment.</p> <p>Work is completed to transfer 350 Terabytes of data to secure 3rd data copy for retention in Centre House.</p> <p>Subscription to HP Mobile Data Centre solution has been implemented on a 2 year contract. A full recovery test from third site copy has been completed and a repeat test was</p>

Risk Score Legend: L for Likelihood / I for Impact / S for Score – Risk Trend: = ➔ No Change / ⬆ Risk Increasing / ⬇ = Risk Decreasing
Assurance Legend: I for Internal Assurance / E for External Assurance

							Go live of new data centre facilities	August 2016 - Mar 2019	<p>successfully carried out on 19 May 2016.</p> <p>The contract has been awarded and signed. ITS will have access to the new data centre facilities from 30th August 2016. Migration of existing services to new infrastructure will begin at that point and will continue on a phased basis over 18 months.</p> <p>The FBC has been submitted and approved. Project underway and target date for new data centres is end August 2016. Recruitment for project management resource is complete. The plan for technical set up and migration has commenced.</p>
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Corporate Objective No 3: To Pursue and Deliver Excellence through Continuous Improvement

Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Report on Board Action Plan		
	L	I	S	Rate			Action	By Whom End Date	Comment
	<p>14. There is a risk that delays in the recruitment and selection process leads to failure to meet performance targets and significant reputational damage.</p> <p><u>Risk Owner</u> Head of SS</p> <p>Type of risk: Partnership / Contractual; Customer/Citizen; Performance Management</p> <p><u>Risk Added:</u> 16.03.2016</p>	4	4	16					

Risk Score Legend: L for Likelihood / I for Impact / S for Score – Risk Trend: = ➔ No Change / ⬆ Risk Increasing / ⬇ = Risk Decreasing
 Assurance Legend: I for Internal Assurance / E for External Assurance

Corporate Objective No 3: To Pursue and Deliver Excellence through Continuous Improvement

Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Report on Board Action Plan		
	L	I	S	Rate			Action	By Whom End Date	Comment
	<p>15. There is a risk that delay in providing information to HSC employees on Choice 2 following introduction of new Pension arrangements</p> <p><u>Risk Owner</u> Dir of Ops</p> <p><u>Type of risk:</u> Partnership / Contractual; Customer/Citizen;</p> <p><u>Risk Added:</u> 22.06.2016</p>	2	3	6					

Risk Score Legend: L for Likelihood / I for Impact / S for Score – Risk Trend: = ➔ No Change / ⬆ Risk Increasing / ⬇= Risk Decreasing
Assurance Legend: I for Internal Assurance / E for External Assurance

Corporate Objective No 3: To Pursue and Deliver Excellence through Continuous Improvement

Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Report on Board Action Plan			
	L	I	S	Rate			Action	By Whom	End Date	Comment
<p>16. There is a risk that the HSC Pensions Service will not be in a position to deliver annual benefit statements to members of the new 2015 scheme by 31 August 2016 as required under the Public Service Pensions Act (Northern Ireland) 2014.</p> <p><u>Risk Owner</u> Dir of Ops</p> <p><u>Type of risk:</u> Legal</p> <p><u>Risk Added:</u> 22.06.2016</p>	5	1	5	Medium ➔	Breach of law reported to Pensions Regulator 8 July 2016		Members to be notified of delay	September 2016		
							Commence rollout	October 2016		

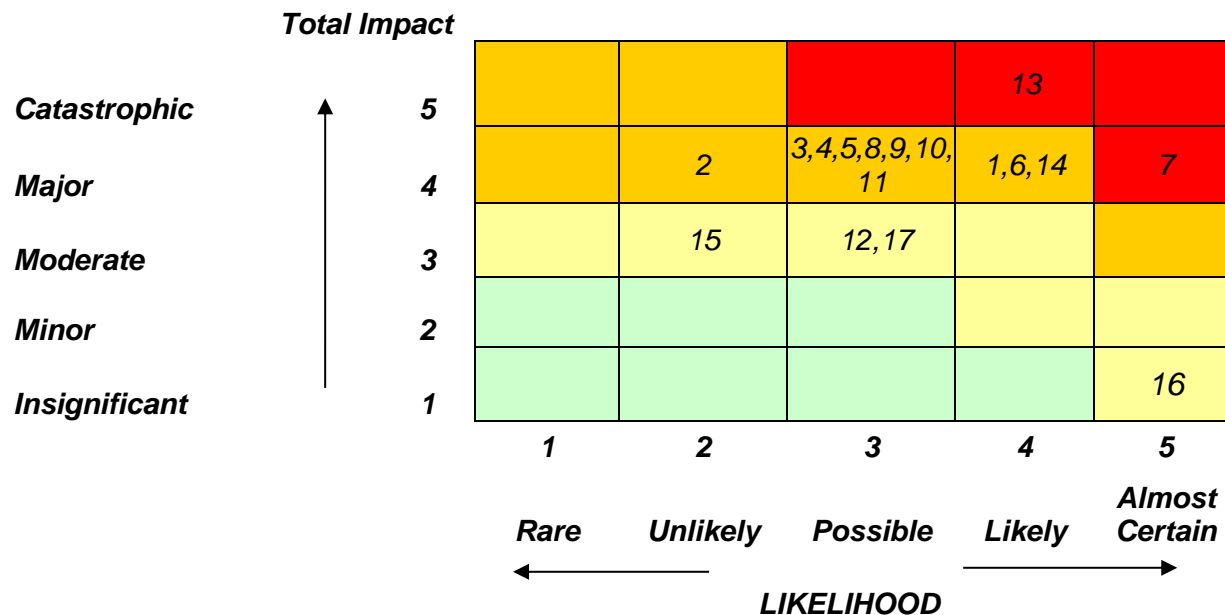
Risk Score Legend: L for Likelihood / I for Impact / S for Score – Risk Trend: = ➔ No Change / ⬆ Risk Increasing / ⬇= Risk Decreasing
Assurance Legend: I for Internal Assurance / E for External Assurance

Corporate Objective No 4: To Enhance the Contribution and Development of our People

Risk Description (Include DATE ADDED)	Current Risk Score				Controls	Assurances	Report on Board Action Plan		
	L	I	S	Rate			Action	By Whom End Date	Comment
<p>17. BSO current skill mix does not meet future business needs.</p> <p><u>Risk Owner</u> Dir of HRCS Dir</p> <p><u>Type of risk:</u> Managerial / Professional</p>	3	3	9	Medium ➔	<p>Revised Workforce Strategy approved by Board February 2014.</p> <p>Job Description/ Personal Specification Staff Survey</p> <p>Review PaLS Skills gaps.</p> <p>Staff development / strong commitment to training.</p>	<p>Outcome of HSC Staff Survey (E) Customer Surveys (E) SMT/Board Review of Surveys (I) Staff Appraisal - PDPs (I) CX Review of Dirs Objectives (I)</p> <p>A Sub-group has been established to consider a range of issues in PaLS including workforce issues.</p> <p>Business Case skills.</p> <p>Moving Forward Programme launched.</p> <p>Re-accreditation of IIP complete</p>	<p>Further work to identify recruitment issues.</p> <p>Workforce Planning ongoing in a number of Directorates. Scoping the direction of several Service Areas on behalf of DHSSPS.</p> <p>Profiling with directorates regarding skills requirements is underway. The outcomes will feed into the appraisal and PDP process and drafting the BSO training plan for 2016/17.</p>	<p>DoHRCS</p> <p>September 2016</p>	<p>Discussions underway with Directors in respect of strategic work plans for the next 3 years.</p> <p>Workforce Plan for ITS has been completed</p> <p>Action plans in place for Shared Services alongside Corporate action plan.</p> <p>PaLS workforce plan has been drafted</p>

Risk Score Legend: L for Likelihood / I for Impact / S for Score – Risk Trend: = ➔ No Change / ⬆ Risk Increasing / ⬇ = Risk Decreasing
 Assurance Legend: I for Internal Assurance / E for External Assurance

BSO Corporate Risk Score Matrix



*Risk Classification / Numbers

LOW	MEDIUM	HIGH	EXTREME
0	4 Risks	11 Risks	2 Risks

**in accordance with AS/NZS 4360:2004 guidance*

Risk Score Legend: L for Likelihood / I for Impact / S for Score – Risk Trend: = ➔ No Change / ⬆ Risk Increasing / ⬇ = Risk Decreasing
 Assurance Legend: I for Internal Assurance / E for External Assurance

Appendix A

Archive Report of risks removed from Corporate Register 2016-2017

Corporate Objective	Risk Description	Risk Score				Comment
		L	I	S	Rate	
3.	13. Delays in payroll responding to pension queries may result in fines from the Pensions Regulator. There is also a wider reputational risk associated with delays in the ability to provide estimates.	2	4	8	High	Interface has been implemented – risk to be managed through appropriate service risk registers

Archive Report of Completed Risk Actions 2016-17

Corporate Objective	Risk No / Description	Actions Completed
<p>1</p>	<p>1. Levels of savings in the overall environment for HSC are so great that BSO service provision to customers are negatively affected and/or we fail to breakeven.</p> <p>The Leadership Centre may be particularly affected by a reduced level of client income.</p>	<p>Develop Service Offering</p> <p>The actions to achieve both these elements of savings have been factored into the BSO Budget for 2015/16 and a balanced budget has been achieved. The BSO 2015/16 budget was approved by Board on 28 May 2015.</p> <p>Re-submit savings plans to DHSSPS prior to final business plan approval - complete</p> <p>The Leadership Centre is currently engaging with HSCB to identify the impact of any change in requirements/funding - The Leadership Centre has discussed the income received from the HSCB with the Board SLA Co-coordinator and Chief Executive. Implementation of the programme plan is likely to commence during 2017/18 and as such this action will remain on the service risk register.</p> <p>Approval of 2016/17 budget – budget was approved May 2016</p>
<p>2.</p>	<p>5. Shared Services may not achieve business case outcomes.</p> <p>7. There is a risk that BSO will be unable to implement the Social Care Procurement project resulting in slippage in procurement programme to address the new light-touch regime detailed in regulations 74-77 of the Public Contracts Regulations 2015</p>	<p>Meeting with DoF, HoSS and SSRO to discuss 2016/17 plan – complete</p> <p>Governance structure established and first board meeting held High level strategic plan developed</p>
<p>3</p>	<p>10. Fail to implement robust information governance process</p> <p>12. Risk to data centres from unstable hospital power/environment may cause further outages</p> <p>14. There is a risk that delays in the recruitment and selection process leads to failure to meet performance targets and significant reputational damage.</p>	<p>BSO to communicate with Info Owners to advise that all medical files to be checked before forwarding to BSO – completed</p> <p>Develop action plan – developed and submitted to SMT</p> <p>Outline Business Case for new Data Centre</p> <p>Detailed recovery plan to be presented to SMT – moved to assurance.</p> <p>Complete review of processes, systems and organisational structures – review completed – move to control</p>

		Present review to HR directors forum - complete
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