



DIGITAL HEALTH AND CARE WALES CORPORATE RISK REGISTER

Agenda Item	5.9
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Name of Meeting	SHA Board
Date of Meeting	27 March 2025

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Executive Sponsor	Chris Darling, Director of Corporate Affairs Board Secretary
Prepared By	Bethan Walters, Corporate Risk Manager
Presented By	Chris Darling, Director of Corporate Affairs Board Secretary

Purpose of the Report	To Receive/Discuss
Recommendation	SHA Board is being asked to
NOTE the Risk and Board Assurance Framework Workplan. RECEIVE and DISCUSS the status of the Corporate Risk Register including changes since the last meeting.	

WC:
APP:
TOTAL:

1 IMPACT ASSESSMENT

STRATEGIC MISSION	Deliver high quality digital products and services
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CORPORATE RISK (ref if appropriate)	All are relevant to the report
QUALITY IMPACT ASSESSMENT (ref if appropriate)	N/A

<u>WELL-BEING OF FUTURE GENERATIONS ACT</u>	A Healthier Wales
If more than one standard applies, please list below:	

<u>DHCW QUALITY STANDARDS</u>	ISO 9001
If more than one standard applies, please list below: ISO 14001 ISO 20000 ISO 27001 BS 10008	

<u>DUTY OF QUALITY ENABLER</u>	Leadership
<u>DOMAIN OF QUALITY</u>	Effective
If more than one enabler / domain applies, please list below: Safe Care Effective Care	

<u>EQUALITY IMPACT ASSESSMENT STATEMENT</u>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: Risk Management and Assurance activities, equally affect all. An EQIA is not applicable.	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	Yes, please see detail below Additional scrutiny and clear guidance as to how the organisation manages risk has a positive impact on quality and safety.
LEGAL IMPLICATIONS/IMPACT	Yes, please see detail below Should effective risk management not take place, there could be legal implications
FINANCIAL IMPLICATION/IMPACT	Yes, please see detail below Should effective risk management not take place,

	there could be financial implications
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

2 APPROVAL / SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Risk Management Group	04/03/2025	Discussed and verified
Management Board	13/03/2025	Discussed and verified

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
BAF	Board Assurance Framework	WG	Welsh Government
NI	National Insurance	DPIF	Digital Priorities Investment Fund
DSPP	Digital Services for Patients and the Public	WICIS	Welsh Intensive Care Information Service
WASPI	Wales Accord on the Sharing of Personal Information	NDR	National Data Resource
SLA	Service Level Agreement	IMTP	Integrated Medium Term Plan
IRAT	Integration and Reference Team	ICU	Intensive Care Unit
ISD	Information Services Directorate	HBs	Health Boards
WG	Welsh Government	FDU	Finance Delivery Unit
SAIL	Secure Anonymised Information Linkage	CAPEX	Capital Expenditures
OPEX	Operating Expenditures	DU	Delivery Unit
WEDs	Weekly Executive Directors	OCP	Organisational Change Policy

3 SITUATION / BACKGROUND

- 3.1 The DHCW Risk Management and Board Assurance Framework (BAF) outlines the approach the organisation will take to managing risk and Board assurance.
- 3.2 The [Risk and BAF workplan for 2024-25](#) includes progress of activity tracked on the forward workplan. The [Annual Corporate Risk Tending Analysis](#) is shared with Board members for information, noting that this has been presented at each Committee meeting for discussion.
- 3.3 Risk should be considered from the perspective of opportunities and threats, managing risks effectively can often lead to realizing opportunities. With health services under more pressure than ever there is a huge opportunity to use digital products and services to drive efficiencies and improve patient outcomes. DHCW intends to be at the forefront of this, trends and opportunities include:
- The growing importance of data
 - Digital services driving service transformation
 - Moving to Cloud services
 - International technical and data standards
 - Tackling a shortage of technology talent
 - A shift from capital funding to a recurrent revenue-based model
 - Organisations shifting from programme to 'product' based delivery models
 - Continuous agility in delivering digital services, modular components and mix and match
 - Automation and Artificial Intelligence
 - Open architecture where data exchange is facilitated between public and private sector providers
 - The increasing need to ensure robust, secure and solid digital foundations to enable successful digital delivery
 - Patient empowerment Apps
- 3.4 The below are key areas from the [World Economic Forum Term Global Risks Landscape \(2024\)](#) for context and consideration by the Board:
- Cyber insecurity
 - Misinformation and disinformation
 - Adverse outcomes of AI technologies

4 SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 4.1 DHCW's Corporate Risk Register currently has 16 risks on the Register, 12 of which are detailed at [item 5.9i Appendix A](#). There are 4 Private risks, which are considered at every Digital Governance and Safety Committee.
- 4.2 Board members are asked to note the following changes to the Corporate Risk Register (new risks, risks removed and changes in risk scores) for the period 1 January 2024 to 28 February 2025:

NEW RISKS (5) 2 Private 3 Public

Five new risks were entered onto the register during the period.

Risk Ref	Risk Title	Risk Description
DHCW0341	**PRIVATE	**PRIVATE
DHCW0342	**PRIVATE	**PRIVATE
DHCW0343	Remit Letter 2025/2026	IF DHCW do not receive a Remit Letter before SHA Board paper publication timeframes for the March 2025 Board meeting THEN the DHCW Board will not be able to properly assure the IMTP 2025-28 against Welsh Government requirements and funding allocations, as required by DHCW's Standing Orders RESULTING IN DHCW not being able to fully approve its delivery plan and priorities for 2025-26, leading to lack of clarity for DHCW and partners.
DHCW0344	Funding for Connecting Care in FY25/26	IF the business case being submitted in April for the programme does not secure adequate funding for the period FY25/26 THEN there is a risk that the programme will incur costs of approximately £370K per quarter that will need to be covered until such time as the programme can migrate staff to other responsibilities or agree a method of covering costs with partners RESULTING in an overspend in this programme that is not covered by a financial delegation
DHCW0345	Funding for Operational delivery of CareDirector in FY25/26	IF DHCW does not secure funding of £563K for the FY 25/26 for running the operational service delivering CareDirector either via the business case or other source THEN there is a risk the service and the supplier will not be properly managed RESULTING in degradation in service quality with no releases or issue management and increased potential of service failure or prolonged outage

RISK REMOVED (2) 2 Public - 0 Private

Two risks were removed during the period.

RISK TITLE	RISK DESCRIPTION	Statement	COMMITTEE ASSIGNMENT
DHCW0313 – Digital cost Pressures – Service Model Costs	IF externally and internally sourced service provision models change resulting in movement from CAPEX based solutions to OPEX THEN there will be an increased cost pressure for the IMTP period, RESULTING IN an increased risk to the organisations ability to reach a break-even position.	DHCW business case was approved at digital investment panel on 24th January 2025, funding to 2026/27 has been agreed with further discussions on the current funding. Score reviewed this risk downgraded from to Directorate level for management, remaining requirement to sign off on recurrent funding.	Audit & Assurance Committee
DHCW0339 – Digital EyeCare Service Delivery	IF implementation of the Digital EyeCare programme does not resume by the 1st April 2025 THEN there will be delay in implementation of a Digital Eyecare pathway for Citizens RESULTING IN potential for clinical delays and patient harm	Senior engagement with WG, agreed DHCW would close the national programme for eyecare, Cardiff and Vale will manage tactical deployment to HBs under the remaining period of the contract. This risk can therefore be closed.	Programmes Delivery Committee

RISKS WITH A CHANGE IN SCORE (3)

There were three changes in scores during the period.

RISK REF	DESCRIPTION	STATEMENT	COMMITTEE
DHCW0263 - Establishment & Functions of DHCW	IF clear directions do not provide a sound legal basis for the collection, processing and dissemination of Welsh resident data, THEN (i) partners, may stop sharing data, (ii) DHCW may be acting unlawfully if it processes identifiable data RESULTING IN (i) DHCW being unable to fulfil its intended core functions and in the case of continued processing, (ii) legal challenge.	Score increased due to the impact on DHCW Strategic Programmes increased from 12 to 20	Digital Governance & Safety Committee
DHCW0320 - Citizen and stakeholder trust in uses of Health and Social Care data	IF there is not an established strategic approach to public engagement and involvement in uses of health and care data. THEN significant progress is unlikely in developing a legislative and policy framework that reassures the public and wider Services. RESULTING IN An inability to make full use of data from across various health and care settings in Wales, which will impinge on DHCW's strategic aims and inhibit Wales from realising the full benefits of data driven digital transformation.	Score increased due to the impact on DHCW Strategic Programmes increased from 12 to 20	Digital Governance & Safety Committee
DHCW0300 - Canisc (Screening and Palliative Care)	IF there is a problem with the unsupported software used within the Canisc system THEN the application may fail RESULTING IN potential disruption to operational service namely Palliative care and Screening Services requiring workarounds.	All Eforms are now in use risk significantly reduced however will remain on the register until decommissioned	Digital Governance & Safety Committee

The wording on both DHCW0263 and DHCW0320 have changed to focus the risks.

4.3 The Board are asked to consider the DHCW Corporate Risk Register Heatmap showing a summary of the DHCW risk profile. The key indicates movement since the last risk report.

		LIKELIHOOD				
		RARE (1)	UNLIKELY (2)	POSSIBLE (3)	LIKELY (4)	ALMOST CERTAIN (5)
CONSEQUENCES	CATASTROPHIC (5)			**DHCW0281 **DHCW0282	DHCW0340 - GP Systems and Services provided by third party could be withdrawn	
	MAJOR (4)			DHCW0344 Funding for Connecting Care in FY25/26 ★	DHCW0336 - Audit + Withdrawal from Contracts DHCW0337 - Sustainable Digital Services and Development Funding Model **DHCW0341 **DHCW0342 DHCW0343 Remit Letter 2025/2026 DHCW0345 Funding for Operational delivery of Care Director in FY25/26	DHCW0331 - Fixed term resource funding DHCW0333 - WICIS Implementation Delay DHCW0263: DHCW Functions DHCW0320 - Citizen and stakeholder trust in use of HSC data
	MODERATE (3)		DHCW0300 - Canisc (Screening and Palliative Care) ↓	DHCW0318 - Welsh Language Scheme Compliance ↔		
	MINOR (2)					
	NEGLECTIBLE (1)					

★ New Risk ↔ Non-Mover ↓ Reduced ↑ Increased **Private risks

4.9 All the risks on the Corporate Risk log are assigned to a committee as outlined in the Risk Management and Board Assurance Framework Strategy to provide the SHA Board with the necessary oversight and scrutiny. As previously stated, the private (commercially sensitive, cyber and security related) risks are reviewed in detail by the Committee's in a private session.

5 KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

5.1 The Board is asked to note the recent changes in the corporate risk profile, as a result of the escalation of five new risks, removal of two risks and the change in score of three risks.

6 RECOMMENDATION

Recommendation	SHA Board is being asked to
NOTE the Risk and Board Assurance Framework Workplan.	
RECEIVE and DISCUSS the status of the Corporate Risk Register including changes since the last meeting.	