NHS
Blood and Transplant

Board Assurance Framework Summary

Caring Expert Quality

Board Assurance Framework

NHS Blood and Transplant

Current Position

Risk Code	Risk Title	Risk Appetite	Residual Score	Residual Risk Appetite Level	Last Assessment Date
P-01	Donor & Patient Safety	Minimal	16	Risk Limit	06/10/2026
P-02	Service Disruption	Minimal	16	Risk Limit	02/10/2026
P-03	Service Disruption - Loss of Critical ICT	Minimal	20	Risk Limit	09/09/2026
P-04	Donor Numbers & Diversity	Minimal	12	Judgement Zone	01/10/2026
P-05	Finance	Open	15	Tolerance Range	15/10/2026
P-07	People Staffing	Cautious	12	Judgement Zone	27/10/2026
P-09	Regulatory Compliance (Primary Regulators)	Cautious	9	Tolerance Range	02/10/2026
P-10	Failure to Deliver Transformational Change	Open	15	Tolerance Range	01/10/2026
P-11	Corporate Governance	Minimal	12	Judgement Zone	02/10/2026

Target Position

Risk Code	Target Score	Target Risk Appetite Level	Target Date
P-01	8	Tolerance Range	30/09/2028
P-02	9	Judgement Zone	31/03/2027
P-03	12	Judgement Zone	30/11/2027
P-04	9	Judgement Zone	30/04/2027
P-05	8	Low Risk	30/03/2029
P-07	6	Low Risk	31/10/2026
P-09	8	Optimal Risk Score	30/12/2026
P-10	9	Low Risk	31/12/2026
P-11	6	Tolerance Range	31/01/2027

Risk Appetite Descriptions

Minimal - Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.

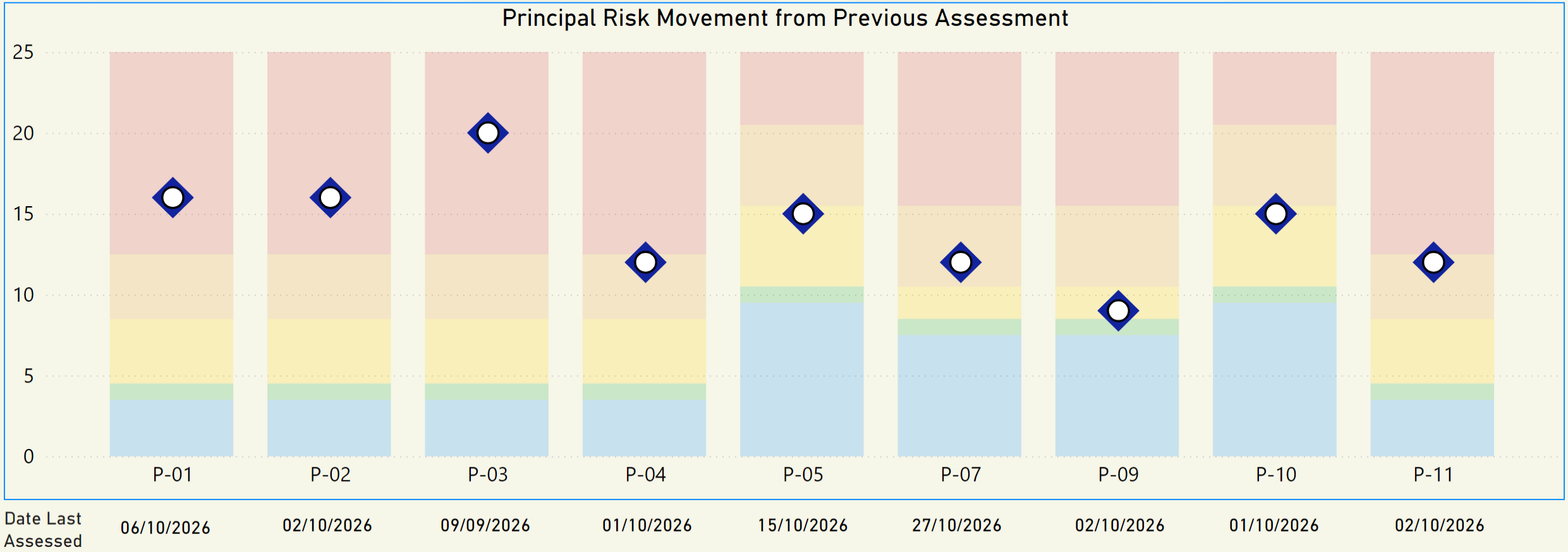
Cautious - Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.

Open - Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.

Principal Risk Movement (Previous vs Current Assessment)

NHS Blood and Transplant

0	3	3	3
Optimal Risk Score	Tolerance Range	Judgement Zone	Risk Limit



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Risk Code	Risk Title	Current Appetite Level	Length of Time at Current Level	Risk Appetit	Predicted Change in Appetite	Appetite Level
P-01	**Donor & Patient Safety**	**Risk Limit**	**4 months**	**Minimal**	**31 December 2027**	**Judgement Zone**

NHS Blood and Transplant

Risk Description	Responsible OUs	Portfolio Owners	Assigned To	Date Created	Last Assessed
There is a risk that NHSBT may not provide safe, high quality care, services and components, caused by a failure in NHSBT's practices and processes, resulting in potential harm to donors, patients and their families.	Clinical Governance Committee	Director of Quality & Governance	Director of Quality & Governance	28/03/2023	06/10/2026

Responsible Director Narrative

P-01 remains at risk limit driven by the organ allocation risk (OTDT-01). The primary action to inform risk reduction is to engage with an external supplier for a 6-month discovery work looking at data gaps to inform National Transplant Database modernisation (this discovery work due to complete end Mar 2027). The anticipated outcome is a set of recommendations to address the gaps. Material risk reduction will depend on funding and resource allocation to implement the recommendations.

RMC Narrative

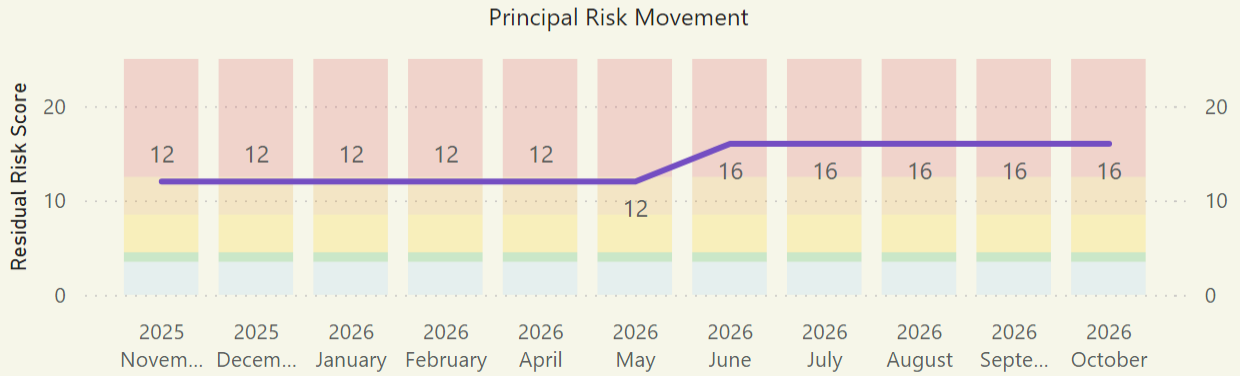
OTDT-01 Organ Allocation was presented and discussed at RMC on 18th June 2026. It was agreed this risk shall be closely monitored.

Contributory Risks

Risk Code	Risk Title	Residual Score	Residual Risk Appetite Level	Last Reviewed	Risk Target Date	Target Appetite Level
Clin-01	Triangulation of safety insights	8	Tolerance Range	29/05/2026	30/11/2027	Optimal Risk Score
CS-05	Failure to meet complex blood requirements for patients	9	Judgement Zone	11/08/2026	30/04/2027	Judgement Zone
Clin-02	Manual Processes and Paper-based Systems	12	Judgement Zone	18/08/2026	30/11/2028	Tolerance Range
CS-02	Incorrect clinical decision making	12	Judgement Zone	15/09/2026	31/01/2028	Judgement Zone
OTDT-01	Organ Allocation Risk	16	Risk Limit	21/10/2026	31/12/2027	Judgement Zone

Principal Controls - Informed by NHSBT's Assurance Map

Code	Principal Controls*	Assurance Rating	Date Last Reviewed
OA-NUR-CORP-01	Safeguarding	Moderate	11/08/2026
OA-QG-RM-01	Risk Management	Moderate	19/08/2026
OA-PEOPLE-LCP-09	Mandatory Training	Substantial	24/02/2026
OA-NUR-CORP-02	Infection Prevention and Control	Moderate	12/08/2026
OA-DX-DX-05	Complaints management	Moderate	24/02/2026
OA-NUR-NUR-06	Clinical Governance- Resuscitation	Moderate	12/08/2026
OA-NUR-NUR-07	Clinical Digital Safety	Limited	29/07/2026
OA-OTDT-OTD-04	Allocation & Offering	Substantial	06/02/2026



Risk Code	Risk Title	Current Appetite Level	Length of Time at Current Level	Risk Appetit	Predicted Change in Appetite	Appetite Level
P-02	Service Disruption	Risk Limit	8 months	Minimal	29 September 2028	Tolerance Range

NHS Blood and Transplant

Risk Description	Responsible OUs	Portfolio Owners	Assigned To	Date Created	Last Assessed
There is a risk that NHSBT is unable to deliver safe and sufficient key products and services, caused by an inability to prepare, adequately respond to, or recover from a disruptive event, resulting in a requirement for emergency management, an adverse impact to patient care, unforeseen financial pressure and a loss of public and stakeholder confidence	Risk Management Committee	Director of Quality & Governance	Assistant Director Governance and Resilience	09/02/2023	02/10/2026

Responsible Director Narrative

Risk reviewed at the principal risk review. The paper proposing an Estates Infrastructure principal risk is progressing and should be presented at the next Risk Management Committee.

A review of P-02 was proposed at RMC and this is being taken forward with proposals on restructure being considered.

RMC Narrative

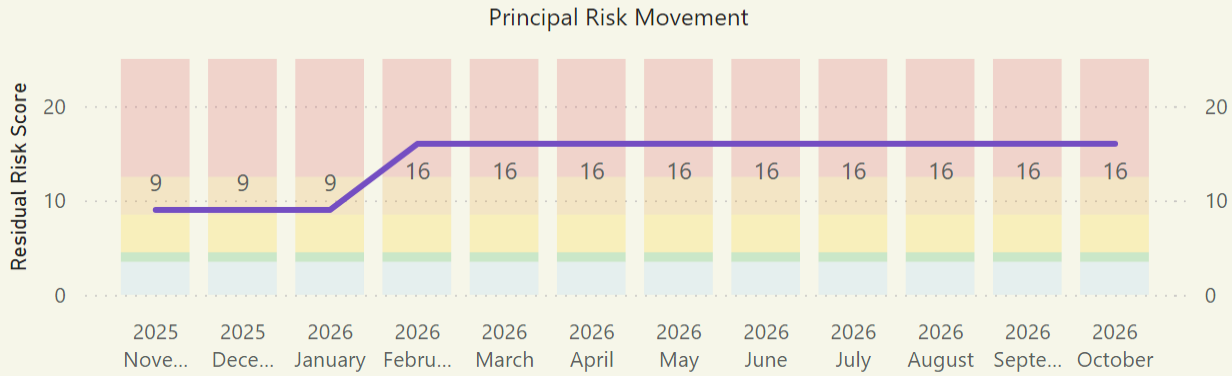
Risk considered at the RMC on 12/02/2026. Risk moved to risk limit on 09/02/2026, driven by E&F-07 Infrastructure Failures. Mitigation for this risk are long term and the score is unlikely to reduce in the short term. RMC accepted the risk score and appetite.

Contributory Risks

Risk Code	Risk Title	Residual Score	Residual Risk Appetite Level	Last Reviewed	Risk Target Date	Target Appetite Level
BC-05	Disruptive Events	15	Risk Limit	01/10/2026	29/09/2028	Tolerance Range
BC-08	Adequacy of Response to Disruptive Events	12	Judgement Zone	01/10/2026	30/04/2030	Optimal Risk Score
CR-52	Geopolitical Disruption to Supply Chains	9	Judgement Zone	12/10/2026	30/04/2027	Tolerance Range
E&F-07	Infrastructure Failures	16	Risk Limit	15/10/2026	31/03/2027	Judgement Zone

Principal Controls - Informed by NHSBT's Assurance Map

Code	Principal Controls*	Assurance Rating	Date Last Reviewed
OA-QG-RM-01	Risk Management	Moderate	19/08/2026
OA-FIN-E&F-01	Estates Maintenance - Including cleaning	Moderate	29/07/2026
OA-QG-CG-01	Corporate Governance	Substantial	20/08/2026
OA-QG-BC-01	Business Continuity Management	Limited	02/09/2026



Risk Code	Risk Title	Current Appetite Level	Length of Time at Current Level	Risk Appetit	Predicted Change in Appetite	Appetite Level
P-03	**Service Disruption - Loss of Critical ICT**	**Risk Limit**	**3 years, 2 months**	**Minimal**	**30 November 2027**	**Judgement Zone**

NHS Blood and Transplant

Risk Description	Responsible OUs	Portfolio Owners	Assigned To	Date Created	Last Assessed
There is a risk that: NHSBT is unable to deliver safe and sufficient key products and services Caused by: full or partial loss of functionality in NHSBT's critical IT systems, for a period that exceeds the capacity of available contingency. Resulting in: the use of emergency management, the failure to meet demand, patient harm and reputational damage.	Risk Management Committee	Chief Digital & Information Officer	Assistant Director - Technology (NHSBT)	07/05/2023	09/09/2026

Responsible Director Narrative

Target score updated from 5 x 3 by November 2026 to 4 x 3 by November 2027 following review of DDTS-08 Cyber Security. This reflects delays to the Network Access Control (NAC) remediation programme, which postpones the planned reduction in likelihood. However, the revised target now takes account of the anticipated reduction in impact arising from enhanced attack segmentation capabilities.

RMC Narrative

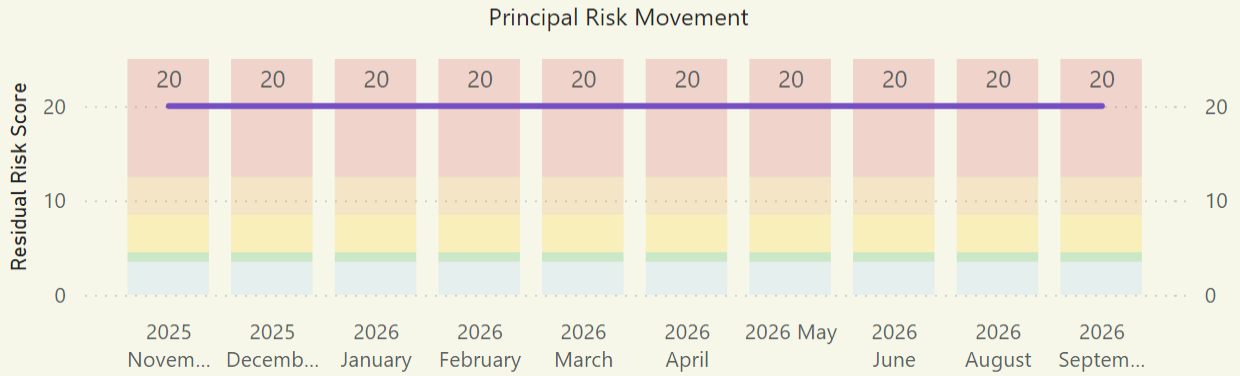
Risk considered at RMC on 12/02/2026. Risk has been at risk limit for over 2 years driven by DDTS-08 Cyber Security. Current mitigation plan will reduce the score but the risk will still remain in risk limit. RMC accepted the risk score and appetite. Position is to be articulated and presented to ARGC and Board for their view.

Contributory Risks

Risk Code	Risk Title	Residual Score	Residual Risk Appetite Level	Last Reviewed	Risk Target Date	Target Appetite Level
DDTS-03	Digital transformation to modernise and future proof services	12	Tolerance Range	29/07/2026	31/03/2027	Low Risk
DDTS-08	Cyber Security	20	Risk Limit	14/10/2026	30/11/2027	Judgement Zone
DDTS-06	Stability and Resilience	15	Risk Limit	21/10/2026	30/09/2027	Tolerance Range
DDTS-09	Data and Artificial Intelligence	9	Low Risk	22/10/2026	31/12/2026	Low Risk

Principal Controls - Informed by NHSBT's Assurance Map

Code	Principal Controls*	Assurance Rating	Date Last Reviewed
OA-QG-RM-01	Risk Management	Moderate	19/08/2026
OA-DDTS-LS-01	Major Incident Management	Substantial	29/07/2025
OA-DDTS-LS-02	Change Management	Substantial	29/07/2025
OA-QG-BC-01	Business Continuity Management	Limited	02/09/2026



Risk Code	Risk Title	Current Appetite Level	Length of Time at Current Level	Risk Appetit	Predicted Change in Appetite	Appetite Level
P-04	**Donor Numbers & Diversity**	**Judgement Zone**	**4 months**	**Minimal**	**30 September 2027**	**Tolerance Range**

NHS Blood and Transplant

Risk Description	Responsible OUs	Portfolio Owners	Assigned To	Date Created	Last Assessed
There is a risk that NHSBT is unable to satisfy the core functions of the organisation, including, but not limited to, the provision of blood, blood components, tissues, plasma for medicine and stem cells to agreed levels, caused by insufficient numbers or racial diversity of donors, challenged operational management and increased demand, resulting in a requirement for reactive emergency management, an adverse impact to patient care and a negative impact to NHSBT's reputation.	Risk Management Committee	Director Donor Experience	Director Donor Experience	05/12/2023	01/10/2026

Responsible Director Narrative

P-o4 review with the Director of Donor Experience and Head of Donor Planning and Performance

We have begun a back-to-green plan for organs, working closely with OTDT and communications, with the first activity booked in at the organ donation week in September 2026, which was successful but more work is needed to encoryage more registrations. The working group will continue to focus on activities to support back-to-green plan (supporting the management of the risk, DX-28 Failure to Attract and Retain Donors-Organs).

For the organs work, integrated Marketing, Comms and Engagement Strategy was approved at Board in July. Implementation of the strategy has started at pace.

Blood continues to be a challenge, mainly Oneg, Bneg, and Ro challenges. The priority access request service is having a real marked impact and uplift on donor bookings from these key dnor groups. Seeing an average of over 1,300 additonal booked appointments per week. There is more to do in terms of how we can exploit the outcme from Donor Network Design.

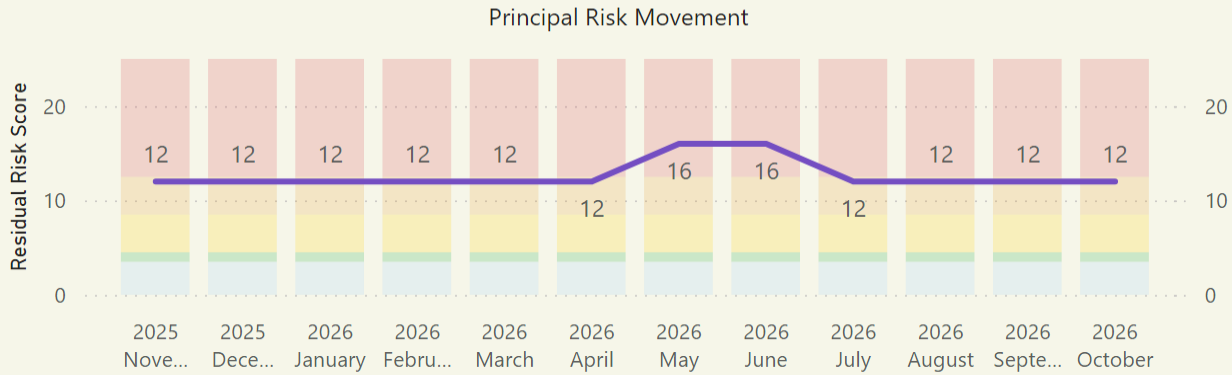
RMC Narrative

Contributory Risks

Risk Code	Risk Title	Residual Score	Residual Risk Appetite Level	Last Reviewed	Risk Target Date	Target Appetite Level
DX-01	Failure to Attract and Retain Donors - Blood	9	Judgement Zone	01/07/2026	30/09/2027	Tolerance Range
S&T-10	Donor and Session Programme (DASP) Affordability	12	Tolerance Range	24/08/2026	31/03/2027	Low Risk
DX-27	Failure to Attract and Retain Stem Cell Donor Registrants	8	Tolerance Range	20/10/2026	31/03/2027	Tolerance Range
DX-04	Poor Donor Experience - Tools and Systems	9	Judgement Zone	22/10/2026	30/04/2027	Tolerance Range
DX-28	Failure to Meet Organ Donor Register Target	12	Judgement Zone	28/10/2026	31/03/2027	Judgement Zone

Principal Controls - Informed by NHSBT's Assurance Map

Code	Principal Controls*	Assurance Rating	Date Last Reviewed
OA-QG-RM-01	Risk Management	Moderate	19/08/2026
OA-DX-DX-01	Public Awareness, Campaigns and Registration (External Marketing)	Moderate	11/06/2026
OA-DX-DX-03	Insights	Substantial	11/06/2026
OA-DX-DX-04	Innovation and Donor Facing Technology Management	Moderate	11/06/2026
OA-DX-DX-02	Donor Management - Planning and Donor Channels execution	Moderate	11/06/2026



Risk Code	Risk Title	Current Appetite Level	Length of Time at Current Level	Risk Appetit	Predicted Change in Appetite	Appetite Level
P-05	Finance	Tolerance Range	4 months	Open	31 March 2030	Low Risk

NHS Blood and Transplant

Risk Description	Responsible OUs	Portfolio Owners	Assigned To	Date Created	Last Assessed
There is a risk of material constraints to the delivery of NHSBT's critical products/services, caused by a failure to maintain financial sustainability, resulting in patients' health and wellbeing being put at risk and a loss of public and stakeholder confidence	Risk Management Committee	Chief Financial Officer; Chief Financial Officer	Financial Services Manager & Local Counter Fraud Specialist	06/04/2023	15/10/2026

Responsible Director Narrative

Risk presented at the Finance Leadership Team meeting to new Cheif Finance Officer.

Further meeting to be arranged to deep dive the current contributory risks and confirm the risk scoring.

RMC Narrative

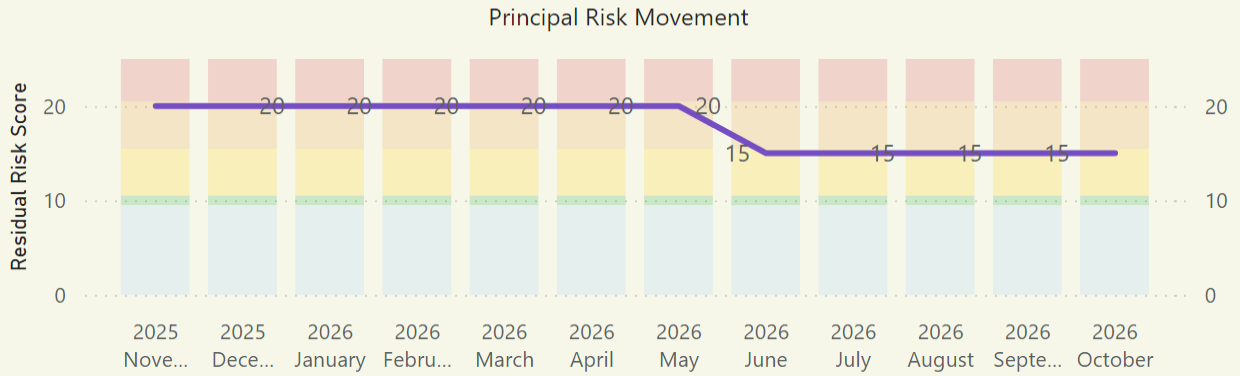
Risk reviewed at RMC on 12/02/2026. Risk score and appetite accepted. Action to review target score of FIN-02 - Risk of Insufficient Funding, now completed.

Contributory Risks

Risk Code	Risk Title	Residual Score	Residual Risk Appetite Level	Last Reviewed	Risk Target Date	Target Appetite Level
Fin-03	Deterioration of Cash Reserves	12	Tolerance Range	18/09/2026	30/04/2027	Low Risk
CBS-14	Financial Delivery to plan within the Blood Supply Directorate	12	Tolerance Range	25/08/2026	31/10/2027	Low Risk
OTDT-08	Financial Risk	15	Tolerance Range	10/08/2026	31/08/2027	Low Risk
Fin-01	Financial Systems Risk - Oracle	12	Tolerance Range	14/10/2026	31/03/2030	Low Risk
Fin-04	Risk of Damage to NHSBT Reputation	12	Tolerance Range	18/09/2026	28/05/2027	Low Risk
Fin-02	Risk to the Delivery of a Sustainable Financial Plan	12	Tolerance Range	18/09/2026	31/03/2027	Low Risk

Principal Controls - Informed by NHSBT's Assurance Map

Code	Principal Controls*	Assurance Rating	Date Last Reviewed
OA-QG-RM-01	Risk Management	Moderate	19/08/2026
OA-FIN-FIN-03	Payroll & Pensions	Moderate	23/02/2026
OA-FIN-FIN-09	Investment Decisions	Moderate	23/02/2026
OA-FIN-FIN-08	Funding & Pricing	Moderate	09/06/2026
OA-FIN-FIN-05	Financial Accounting and Control	Moderate	23/02/2026
OA-FIN-FIN-04	Counter Fraud	Moderate	09/06/2026
OA-FIN-CON-01	Contracting	Moderate	17/08/2026
OA-FIN-FIN-07	Budgeting & Forcasting, Financial Management, Financial Reporting	Substantial	09/06/2026
OA-FIN-FIN-01	Accounts receivable	Moderate	23/02/2026
OA-FIN-FIN-02	Accounts Payable	Moderate	09/06/2026



Risk Code	Risk Title	Current Appetite Level	Length of Time at Current Level	Risk Appetit	Predicted Change in Appetite	Appetite Level
P-07	People Staffing	Judgement Zone	2 months	Cautious	30 April 2028	Optimal Risk Score

NHS Blood and Transplant

Risk Description	Responsible OUs	Portfolio Owners	Assigned To	Date Created	Last Assessed
There is a risk that the organisation is unable to deliver its core functions and strategic objectives due to ineffective workforce planning and talent management arrangements that fails to align workforce design, capacity and capability with current and future service demand, resulting in reduced organisational resilience, workforce shortages, and an inability to meet the evolving needs of the healthcare environment.	People Committee	Chief People Officer	Assistant Director - HS&W	07/05/2023	27/10/2026

Responsible Director Narrative

Confirmed risk levels at People SLT 27th October 2026. Agreed new risk on Culture, Employee Experience & Workforce Sustainability? as 3x3.

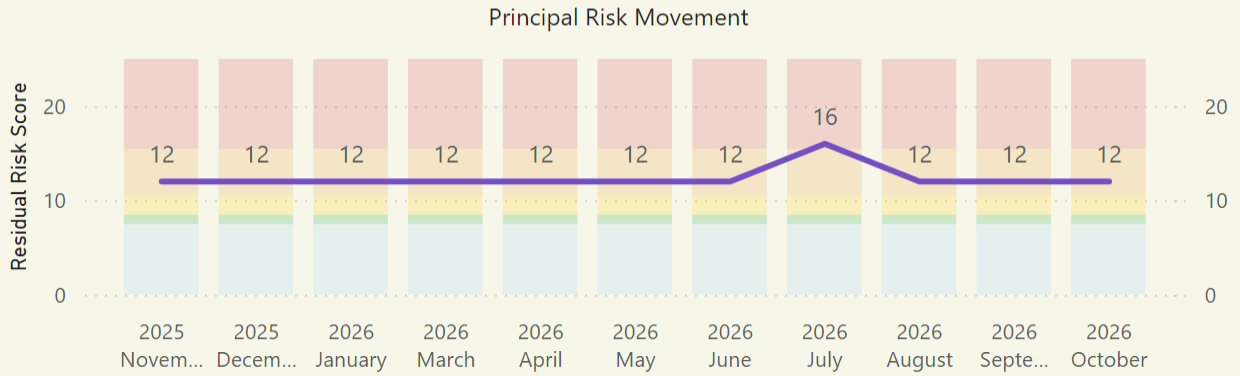
RMC Narrative

Principal Controls - Informed by NHSBT's Assurance Map

Code	Principal Controls*	Assurance Rating	Date Last Reviewed
OA-PEOPLE-HROPs-03	Trade Union Relationship Management	Moderate	24/02/2026
OA-QG-RM-01	Risk Management	Moderate	19/08/2026
OA-PEOPLE-REC-01	Recruitment	Substantial	24/02/2026
OA-PEOPLE-HROPs-04	Pay and Terms and Conditions	Substantial	24/02/2026
OA-PEOPLE-LCP-09	Mandatory Training	Substantial	24/02/2026
OA-PEOPLE-HROPs-07	Job Evaluation	Moderate	24/02/2026
OA-PEOPLE-SPC-01	Data Analytics and Reporting	Substantial	24/02/2026

Contributory Risks

Risk Code	Risk Title	Residual Score	Residual Risk Appetite Level	Last Reviewed	Risk Target Date	Target Appetite Level
PEOPLE-20	Employer Relations Landscape	12	Judgement Zone	14/10/2026	31/01/2027	Optimal Risk Score
PEOPLE-17	Health, Safety and Wellbeing Risk	6	Tolerance Range	15/09/2026	30/04/2027	Low Risk
PEOPLE-19	Organisational Design	12	Judgement Zone	27/10/2026	31/12/2027	Tolerance Range
E&F-09	Staffing Resource and Capacity	12	Judgement Zone	20/08/2026	31/03/2027	Low Risk
PEOPLE-21	Workforce Planning	12	Judgement Zone	15/09/2026	30/04/2028	Optimal Risk Score



Risk Code	Risk Title	Current Appetite Level	Length of Time at Current Level	Risk Appetit	Predicted Change in Appetite	Appetite Level
P-09	**Regulatory Compliance (Primary Regulators)**	**Tolerance Range**	**7 months**	**Cautious**	**26 February 2027**	**Low Risk**

NHS Blood and Transplant

Risk Description	Responsible OUs	Portfolio Owners	Assigned To	Date Created	Last Assessed
There is a risk that NHSBT is unable to provide safe or effective products and services, caused by ineffective systems or poor application of those systems resulting in regulatory non-compliance with MHRA, HTA, or CQC, delays to patient treatment and/or harm to patients or donors	Risk Management Committee	Director of Quality & Governance	Assistant Director of Quality	07/05/2023	02/10/2026

Responsible Director Narrative

Risk reviewed at the principal risk review on 02/10/2026.

There remains no change to scoring and the risk is in tolerance range.

Contributory risks continue to make progress against actions.

RMC Narrative

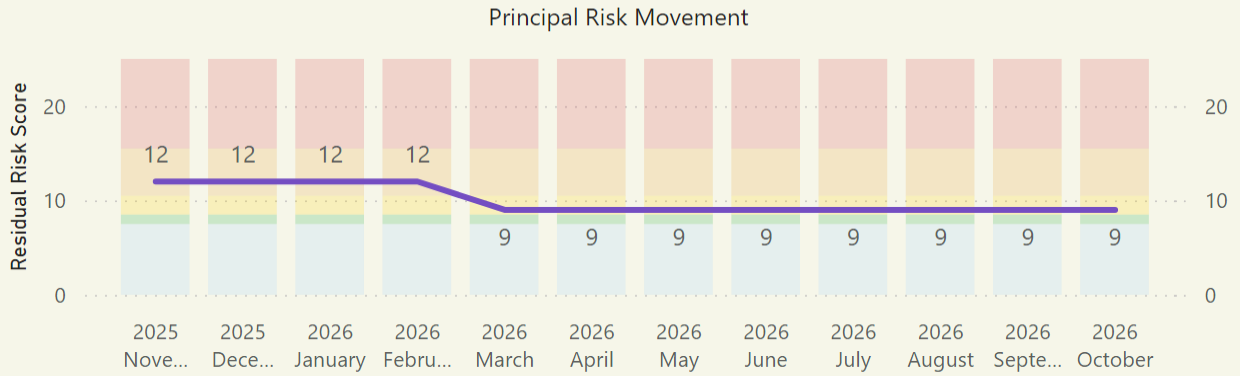
Risk presented as a deep dive at Risk Management Committee on 18th June 2026.

Principal Controls - Informed by NHSBT's Assurance Map

Code	Principal Controls*	Assurance Rating	Date Last Reviewed
OA-QG-RM-01	Risk Management	Moderate	19/08/2026
OA-QG-QA-03	Quality Internal Audit	Moderate	04/09/2026
OA-PEOPLE-LCP-09	Mandatory Training	Substantial	24/02/2026
OA-QG-QA-02	Incident Management	Moderate	04/09/2026
OA-QG-QA-01	Document Control	Moderate	04/09/2026
OA-QG-QA-04	Change Control	Moderate	04/09/2026

Contributory Risks

Risk Code	Risk Title	Residual Score	Residual Risk Appetite Level	Last Reviewed	Risk Target Date	Target Appetite Level
QA-09	Quality Incident Management	9	Tolerance Range	23/10/2026	26/02/2027	Low Risk
QA-07	Quality Internal Audit	8	Optimal Risk Score	24/09/2026	09/11/2026	Low Risk



Risk Code	Risk Title	Current Appetite Level	Length of Time at Current Level	Risk Appetit	Predicted Change in Appetite	Appetite Level
P-10	**Failure to Deliver Transformational Change**	**Tolerance Range**	**1 year, 7 months**	**Open**	**31 March 2028**	**Low Risk**

NHS Blood and Transplant

Risk Description	Responsible OUs	Portfolio Owners	Assigned To	Date Created	Last Assessed
There is a risk that we fail to deliver transformational changes caused by ineffective portfolio management, including prioritisation, and insufficient resource management, resulting in delay to the delivery our strategic outcomes.	Risk Management Committee	Chief Financial Officer	Strategy and Transformation Director	07/03/2025	01/10/2026

Responsible Director Narrative

The residual P-10 score remains at 15 as it is driven by S&T-09 contributory risk. However, good progress on mitigating actions continues with 4 contributory risk mitigated to an acceptable level. Given the intention to develop a strategy for a One NHSBT, which is likely to generate new emerging priorities, we will do a more fundamental rewrite of the P-10 risk description once we have the new priorities developed.

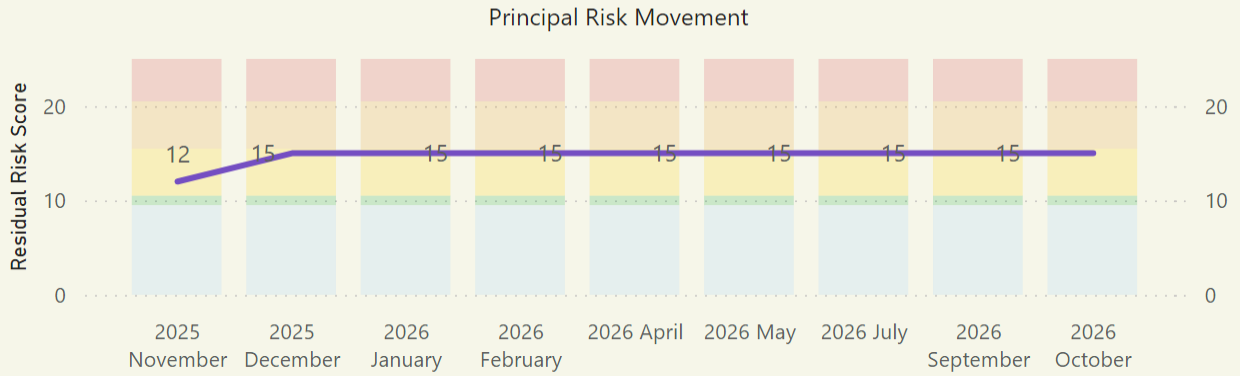
RMC Narrative

Principal Controls - Informed by NHSBT's Assurance Map

Code	Principal Controls*	Assurance Rating	Date Last Reviewed
OA-S&T-Port-02	Tracking, Monitoring and Reporting on performance of the investment portfolio	Moderate	09/03/2026
OA-QG-RM-01	Risk Management	Moderate	19/08/2026
OA-S&T-Port-01	Investment Portfolio Planning	Moderate	09/03/2026
OA-S&T-Port-03	Delivery of the Portfolio	Moderate	09/03/2026
OA-CLIN-OTH-01	CS Programmes and Portfolio Management	Substantial	08/04/2026
OA-QG-CG-01	Corporate Governance	Substantial	20/08/2026
OA-PFM-PFM-06	Change Management/Increase in self sufficiency	Substantial	11/06/2026

Contributory Risks

Risk Code	Risk Title	Residual Score	Residual Risk Appetite Level	Last Reviewed	Risk Target Date	Target Appetite Level
S&T-09	Growth and Transformation Pipeline	15	Tolerance Range	02/09/2026	31/03/2027	Low Risk
S&T-05	Leadership and Subject Matter Expertise Portfolio Capacity & Capability	9	Tolerance Range	27/10/2026	31/03/2027	Low Risk
S&T-07	Planning and Business Change	12	Tolerance Range	27/10/2026	31/03/2027	Low Risk
S&T-01	Portfolio Finances	9	Low Risk	01/09/2026	31/03/2027	Low Risk
S&T-04	Realising benefits	12	Tolerance Range	01/09/2026	31/03/2028	Low Risk



Risk Code	Risk Title	Current Appetite Level	Length of Time at Current Level	Risk Appetit	Predicted Change in Appetite	Appetite Level
P-11	**Corporate Governance**	**Judgement Zone**	**4 months**	**Minimal**	**31 January 2027**	**Tolerance Range**

NHS Blood and Transplant

Risk Description	Responsible OUs	Portfolio Owners	Assigned To	Date Created	Last Assessed
There is a risk that NHSBT fails to maintain corporate compliance and meet its legal statutory and regulatory obligations, caused by inadequate governance systems, weak internal controls, or inconsistent application of compliance processes, resulting in exposure to legal or enforcement action, financial penalties and loss of stakeholder confidence.	Audit, Risk & Governance Committee (ARGC)	Director of Quality & Governance	Company Secretary	14/06/2023	02/10/2026

Responsible Director Narrative

Risk reviewed at the principal risk review on the 02/10/2026.

There has been no movement in scoring for DDTS-05 Regulatory Non-Compliance: Data & Information Governance, though conversations regarding this continue.

RMC Narrative

Principal Controls - Informed by NHSBT's Assurance Map

Code	Principal Controls*	Assurance Rating	Date Last Reviewed
OA-QG-RM-01	Risk Management	Moderate	19/08/2026
OA-QG-RM-02	Principal Risk Management	Moderate	19/08/2026
OA-QG-RM-04	Functional Standards	Moderate	19/08/2026
OA-QG-CG-01	Corporate Governance	Substantial	20/08/2026
OA-QG-BC-01	Business Continuity Management	Limited	02/09/2026
OA-QG-RM-03	Assurance Framework	Moderate	19/08/2026

Contributory Risks

Risk Code	Risk Title	Residual Score	Residual Risk Appetite Level	Last Reviewed	Risk Target Date	Target Appetite Level
DDTS-05	Regulatory Non-Compliance: Data & Information Governance	12	Judgement Zone	20/10/2026	31/01/2027	Tolerance Range

