Health Research Authority

Agenda item:	**12**
Attachment:	**A**

HRA Board Cover sheet
18 November 2026

Title of paper:	**Q2 2026/27 Strategic Risk Update**
Submitted by:	Company Secretary
Summary of paper:	The Board is asked to review and take assurance from the Strategic Risk Register.
Reason for submission:	For assurance
Further information:	The November 2026 Strategic Risk Register records six strategic risks, based on assessments last reviewed on 6 October 2026, with the next reviews scheduled for January 2027. Five risks are at their tolerable scores: supporting UK growth in life sciences (9), helping reduce health inequalities (6), increasing the impact of money invested (12), digital (12) and resilience (12). Resources is the only risk above tolerance, with a residual score of 12 against a tolerable score of 8, reflecting funding pressures, workforce capacity and skills constraints, and competing delivery priorities. The principal cross-cutting exposures are resource adequacy, prioritisation and change delivery, digital infrastructure and cyber security. Recorded improvements focus on strategy oversight, governance structures, productivity and efficiency, the target operating model and strategic workforce planning. Resilience is assessed at tolerance, with controls covering cyber prevention, detection, response and recovery, including supplier security.
Budget / cost implication:	N/A
Dissemination:	Published with Board papers
Time required:	5 mins