



Ref	Date added	Assurance rating	Recommendation	Priority	Management Action Agreed	Responsible Executive Lead/Management Lead	Responsible Management Lead	Original Agreed Implementation Date	Revised Implementation Date	Status	Progress	Updates during this period/Latest Update	Previous Updates
Data Quality 01	Oct-19	Limited	<p>1. Directorate Managers need to:</p> <ul style="list-style-type: none"> Remind consultant, medical and nursing staff of the need to complete outcome forms for all patients seen. Remind outpatient receptionists of the importance of inputting outcome forms on WPAS in a timely manner. Remind Medical Secretaries to check that outcomes that have been input on WPAS align to outcomes as per dictated letters. Where necessary additional training should be requested to ensure that all staff are aware of their responsibilities in completing the above steps correctly. Management should engage with the two directorates where the electronic outcome form was trialled to understand why it has been adopted in one area and not in the other. Following the conclusion of this engagement the Health Board should consider trialling the electronic outcome forms within all Directorates. Consideration should be given as to how data can be captured to allow the calculation and monitoring of the proportion of patients whose outcome is not recorded on WPAS. Updated Recommendation - 1. Clinical Service Group Managers need to: Remind consultant, medical and nursing staff of the need to complete outcome forms for all patients seen. Remind outpatient receptionists of the importance of inputting outcome forms on WPAS in a timely manner. Remind Medical Secretaries to check that outcomes that have been input on WPAS align to outcomes as per dictated letters. All staff need to be made fully aware of the implications of not recording the outcome for a patient and their responsibilities in ensuring the correct process is adhered to. 2. The reports received by the Clinical Service Groups of patients with no outcome recorded, should be analysed to determine if there are certain departments or clinics who are repeatedly failing to record outcomes. Where necessary additional training should be requested. 3. Given the ongoing problem of outcomes not recorded and the apparent success of the use electronic outcome forms within ENT, the use of electronic forms should be reviewed again, for piloting in other areas. 4. If the 'Planned Patient Flow Project' remains a live project, its action plan should be updated to fully incorporate the internal audit findings in relation to patient pathways. 	High	<p>We fully agree with all the recommendations and will incorporate this into our action plan. We intend to secure additional resource to assist in the monitoring and implementation of this action plan. A forum will be set up to oversee this work stream and detailed action plan. A process of 'cashing up' at the end of every clinic is required to ensure clinic and administration staff have processed the patients using the outcome form and WPAS. This process needs to include the initiation of diagnostic tests and request forms being processed to cut down on 'dead time' waits for diagnostics. This process needs to be mandated and managed by the clinic manager. Temporary administration and nursing staff need to undertake mandatory training in cashing up clinics. The Assistant Director of Scheduled Care together with the Assistant Director of Performance and Information will engage with the two directorates where the electronic outcome form was trialled to understand why it has been adopted in one area and not in the other. Following the conclusion of this engagement the Health Board will consider trialling the electronic outcome forms within all Directorates. An appointment with no outcome registered report needs to be circulated in order that administration managers can act on patients who have no outcome, validating the patient's position on the pathway. All staff need to understand the implications of failure to comply. Weekly reports need to be circulated to services including consultants with non-compliance addressed by relevant professional leads. Updated Management Response - These recommendations are accepted, though the ownership at ILG level will be through the Hospital Service Managers. Regular performance meetings have been set up in two of the three ILGs, where this will be a regular performance/compliance agenda item. These two ILGs also have a senior Performance & Information lead taking up post in January, a key appointment that will help drive forward this agenda. The equivalent post in the third ILG is out to advert. No other specialty has been as enthusiastic as ENT in the deployment of JAYEX, with some openly hostile. Whilst attempts will be made to reinvestigate this deployment, the lack of a dedicated resource, but more so given the alternative digital solutions for non-face to face consultation means that this may not be a desirable longer term objective. The Planned Patient Flow Project stopped in March 2020 and given the turnover of key staff, together with a new operating model, an alternative mechanism is to be found to take this work forward. With bed pressures and mass vaccination the key priorities for January, reinforcing the recording of outcomes, together with providing any refresher training required is targeted for the end of February 2021. With individual ILGs taking on UHB wide responsibility for certain specialties, the ongoing challenge of having to utilise two instances of WPAS becomes even more challenging e.g. for Bridgend ILG, who are continuing to use the Swansea Bay UHB WPAS instance, but will now additionally need to utilise the CTM instance for Ophthalmology and for RTE ILG, who will now need to also utilise the Swansea Bay instance for Urology services. This ongoing risk requires resourcing to ensure that services are transferred over to single instances of core operational systems on an incremental basis during this calendar year and beyond.</p>	Chief Operating Officer	ILG Acute Service Managers/Assistant Director of Performance & Information	Mar-20	01/02/2021 Now November 2021 Now December 2021 Now March 2022 Now June 2022		Part Completed in two ILG's	<p>June 2022 Update - In RTE and MC, the actions are complete, weekly reports are received for action at the CSG level. Management actions around communication to users and training have been undertaken. All secretaries and interim secretaries receive training before access. CSG identifying areas of high usage errors. Regular communications to Medical and secretarial teams are required. The CSGs are still scoping electronic outcome as part of recovery plans. Anticipate this is also the case in Bridgend but confirmation needed for completion.</p>	<p>December 2020 Update - There has been limited progress in taking action to address the previous recommendations. The onset of Covid-19 clearly impacted on the UHB's ability to deliver elective activity, as it concentrated all its efforts in responding to the pandemic. As a consequence, the UHB lost the momentum it had built up through the establishment of a Planned Patient Flow Project to take forward both the recommendations of the Internal Audit report, as well as those of the Delivery Unit report arising from their supportive intervention on waiting list management. As has been rightly pointed out by our Internal Audit colleagues, the PID did not make reference explicitly to two of the actions from their report (Findings 4 & 5) and whilst the PPF Project may not have been the right forum for aspects of Finding 4 (temporary secretaries), it should have made explicit reference to the action, especially given the focus on training. Finding 5 (watch list functionality) is not something that the UHB can amend and whilst we were seeking a response from NWIS regarding what might be feasible and over what timescale (current thinking is that this may well not be technically feasible), it is not documented within the PID as it should. IA colleagues have noted that a number of changes have occurred within the Health Board, as a result of turnover and ownership of the agreed actions within the report has not been clearly transferred to individuals now responsible for this area, which is accepted. My WPAS Team are still sending out regular reports to relevant departments requesting errors to be rectified and whilst the volume of errors reduced, this was linked to reduced activity during Covid-19, as opposed to any improvement, as noted by IA colleagues. We have not been able to focus on this over the last ten months and now have to restart our work through the new operating model, working with our ILG colleagues. On the positive side, much of the groundwork is in place, though the follow-up report from our IA colleagues is a timely reminder of just how much work remains. January 2021. Implication of covid have meant that this has not been able to receive the appropriate management focus - this will be remedied in the next two months. May 2021 Update - Operational pressures have meant that an update has not been possible this month - a full update will be available at the next meeting. Nothing further to report this month. July 2021 Update. Additional information received from Information colleagues to be escalated the ILGs immediately. September 2021 Update. Nothing further to add - target date now December 2021. November 2021 Update - limited discussion with colleagues from ILGs indicates that the main aims of this recommendation are being undertaken, though this assurance has not been possible across the UHB given the other operational issues which continue to be ongoing. A final review will be undertaken by the time of the next meeting. February 2022 Update.</p>
Data Quality 02	October 2019	Limited	<p>1. Directorate Managers and their teams should review the report of patients recorded as being on a closed pathway to ensure that they are on the correct pathway. Day-case and inpatients should be moved back to an open pathway so that they receive the required treatment on a timely basis. 2. Analysis should be undertaken of the cases where the pathway has been incorrectly closed to identify if they are common to one directorate, department or person. Where necessary, further investigation should be undertaken to why these errors are routinely occurring and further training provided. 3. Consideration should be given to escalating the incorrectly closed pathway reports to ensure Service Group Managers and more senior staff within the Health Board are made aware of the ongoing issue. UPDATED RECOMMENDATION - We have re-raised our original recommendations: 1. Within each of the Directorates/ Clinical Service Groups, analysis should be undertaken of the cases where the pathway has been incorrectly closed to identify if they are common to one department or person. Further training should be provided within the respective areas. 2. The incorrectly closed pathway reports should be escalated to ensure that Service Group Managers and more senior staff within the Health Board are made aware of the ongoing issue.</p>	High	<p>We are fully in agreement with the recommendations and will incorporate this into the action plan response (see above). Recommend clinic outcome letters are an opportunity to validate patient outcomes, a SOP will detail the actions to be taken to achieve this. Where staff are unable to achieve the required standards, a performance monitoring process will be instigated. Agree there is a need for a regular monitoring report to be tabled at Directorate meetings for improvement purposes. UPDATED MANAGEMENT RESPONSE - We agree with the recommendations, noting that the draft Data Quality Assurance Framework and the additional training material developed offer an opportunity to ensure staff are accountable for their actions and this will need to be reinforced through the new operating model. The Performance & Information Directorate will regularly carry out analyses to target additional training towards specific Directorates and/or individuals and escalate concerns to the ILG Hospital Service Managers. This will commence in the new year, with a regular process in place by the end of January 2021. The same risk regarding two instances of core operational systems having to be used by all ILGs applies.</p>	Chief Operating Officer	ILG Acute Service Managers/Assistant Director of Performance & Information	Mar-20	01/01/2021 Now November 2021 Now December 2021 Now March 2022 Now June 2022		Part Completed in two ILG's	<p>June 2022 Update - weekly reports are received for action at CSG level. Management actions have been undertaken. Work continues as trends and repeat issues are identified within the CSGs. Final confirmation needed from one of the ILGs.</p>	<p>December 2020 Update - See above response. January 2021. Implication of covid have meant that this has not been able to receive the appropriate management focus - this will be remedied in the next two months. May 2021 - nothing further to report this month. July 2021 Update. Additional information received from Information colleagues to be escalated the ILGs immediately. September 2021 Update. Nothing further to add - target date now December 2021. November 2021 Update - limited discussion with colleagues from ILGs indicates that the main aims of this recommendation are being undertaken, though this assurance has not been possible across the UHB given the other operational issues which continue to be ongoing. A final review will be undertaken by the time of the next meeting. February 2022 Update. ILGs have been asked to comment on progress in these areas specifically - M&C and RTE have indicated that the actions are undertaken - formal response expected from Bridgend ILG imminently. April 2022 Update - Nothing further to report for this month - anticipate it will be at the next meeting.</p>
Consultant Job Planning 01	October 2019	Limited	<p>1. The Health Board should develop an approach to ensure that all consultants and SAS doctors have an up to date job plan that is reviewed on an annual basis. In developing their approach, the Health Board should consult with consultants, SAS doctors and their line managers to identify the barriers that are currently preventing the timely completion and sign-off of job plans. 2. The Health Board should ensure that there are sufficient resources available so that job plans follow the 'lock down' process where the job plans are not formally signed-off in good time. The Approach should be consistently applied across all sites.</p>	High	<p>1. Job planning does not necessarily require a face to face review if the plan agreed the previous year remains satisfactory. That said personal and organisational objectives need to be agreed for the year and can be signed off if non-contentious. 2. Job plan compliance is a standard agenda item at the Clinical Business Meeting (CBM) held with each directorate. The HR business partners are present at the CBMs to understand what if any barriers there are to job planning. The data is also reported through Finance Performance and Workforce Committee via the Board. 3. We acknowledge that there are many job plans which are out of date and /or not signed-off and this will be addressed by either through refreshed directorate training or Medical Director intervention. 4. Likewise, refreshed training is to be rolled out to Princess of Wales to ensure a consistent approach.</p>	Medical Director	Acting Workforce Operational Lead	Mar-20	March 2021 December 2021 Now December 2022		Closed	<p>May 2022 Update - Recommendation superceded following follow up audit undertaken in May 2022</p>	<p>January 2020 Update - Currently there is a gap in training and knowledge of the system in the new areas of CTM. This has started being addressed with training in for clinical directors (CD), directorate managers (DM) and assistant directorate managers (ADM) on the 19 December 2019. It has been identified by users of the system, that they feel there is no access to guidance on how to use the system after the training. A standard operating procedure (SOP) will be developed in conjunction with Allocate for users to be able to access when there are questions about how to use the system post training. Allocate have provided a user guide that will be adapted into a CTM specific SOP. There is a need for a spread of responsibility for job planning outside the current CD/DMs tasked with its completion. It is particularly relevant in the areas such as medicine where there is a high amount of medics to job plan for. This is to be supported in the training provided and needs to be factored into each directorates plan on deciding the amount of trained staff needed to have sufficient capacity to meet the demand. July 2020 update - Job planning has been placed on hold for the duration of the Pandemic. We are currently in a situation where very limited job planning activity is being undertaken. This means that compliance is deteriorating. Training was and has been completed in all of the ILGs, though there was very limited engagement even though there was a wide set of staff and medics contacted to let them know the training was being run. An SOP has been developed in conjunction with the guides inside eJP and will be shared with users for comment. The wider spread of responsibility is still desirable, however due to the lack of engagement with the training and the changing structures within the UHB due to the development of the ILGs, it is hard to determine currently who the additional persons involved should be. November 2020 Update - a) The produced job planning compliance report is now distributed via the WOD packs to the ILG management teams monthly. In addition to this, the medic leadership with the ILGs has access to eJP to be able to check compliance at any given point. b) Additional resource to stand behind the job planning, to administer, drive and improve the whole process, therefore leading to increase job plan compliance is currently awaiting approval through the medical efficiency business case. c) Job planning compliance rates have dropped since the onset of the unforeseen pandemic caused by Covid 19. The situation is unlikely to get significantly better until 'normal business' returns. The current presumption by UK Government is that there is unlikely to be a reduction in the impact of Covid 19 until spring 2021 at the earliest. The implementation date should be extended due to complication from the pandemic. It is likely to take an additional 6 months post spring 2021 to September 2021. January 2021 Update - There is a contractual requirement that job plans are to be completed and signed off by Consultant and SAS Doctors. All job planning was put on hold at the start of the pandemic. Sign off rates have dropped significantly and now sit in the low double figures for the UHB. There is no change since the last update report for this heading and there is unlikely to be a significant improvement in job planning rates until after the pandemic. The target date for completion has now changed to December 2021. March 2021 Update - There is no change since the last update report for this heading and there is unlikely to be a significant improvement in job planning rates until after the pandemic. May 2021 Update - there is no further change to the March update. July 2021 update - A job planning SOP is now in place and available for staff to use. Job planning rates have doubled since the lowest point in Jan 2021. There is still significant work required in this area as the rates are still very low, which is being hampered by the ongoing problems associated to the pandemic and now the switch to planned recovery work. Job planning is not being prioritised, as the clinical delivery is. September 2021 - No further update November 2021 update - Whilst job planning rates have increased within UHB. The ILGs and Workforce have worked together to improve completion and sign off rates together where they can and will continue to do so. The reality of the situation remains that currently job planning is not seen as a priority over clinical activity. This coupled with extreme pressure on each service to catch up with the largest and longest waiting lists seen in the UHB, means that there are unlikely to be the desired improvements in signed off job plans achieved until the pandemic has finished. January 2022 update - Job planning rates have increased across the UHB, however they are still less than satisfactory. Efforts are being made to improve sign off rates, but job planning is poor due to operational pressure. As per previous comments, this is unlikely to improve significantly until the pandemic is over. April 2022 Update - There is a contractual requirement that job plans are to be completed and signed off by Consultant and SAS Doctors. Signed-off job plans currently stand at 25% for consultants and 18% for SAS doctors. All job planning was put on hold at the start of the pandemic and rates dropped significantly but have now started to pick up. Reason for non-doctor engagement include uncertainty of current role and change in CTM structure and which site they will work on. Manager</p>



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Consultant Job Planning 02	Oct-19	Limited	1. The notes section in the Allocate system should be used to record reasons for deviations from the standard Welsh Government consultant's contract and guidance. For example, where there are more or less than 10 weekly sessions in total, or there are more than 3 weekly SPA sessions. 2. A plan should be developed to ensure all PoW consultants and SAS doctors' job plans are reviewed and updated as soon as is practically possible to align with the new Health Board's objectives. 3. Staff carrying out job plan reviews should ensure that all SPA activity is sufficiently detailed, that Health Board outcomes are linked to IMTP objectives, and that meaningful Service or Directorate outcomes are recorded in all job plans. This may be achieved by providing tailored training to staff responsible for conducting job plan meetings and reviews. 4. Health Board guidance should be provided detailing how breaks should be factored into timetables.	High	1. Clinical sessions which exceed the contractual norm are relevant as determined by the business area, based on clinical requirements. This will also have implications for continuity and safety of clinical care. The additional sessions are also more cost effective for the Health Board as opposed to agency locums. The reasoning behind additional clinical sessions needs to be clear in the job plan. This will be emphasised as part of the updated training package. 2. As soon as the Health Board's operating model and subsequent objectives agreed, all Health Board objectives will need to be revisited through the annual job planning cycle. In the interim, existing job plans for Doctors in PoW will rollover into the next cycle. 3. The appropriate recording of SPA activity and linking to subsequent Health Board outcomes will be highlighted in the reviewed Health Board training material. 4. The Health Board is very clear about the rest break requirements under EWTD. The reason why breaks are not necessarily included is due to the flexibility required for the individual, as all job plans are variable and negotiated in accordance to service need. The requirement to take rest breaks will be further emphasised in the updated job planning training.	Medical Director	Acting Workforce Operational Lead	Nov-19	March 2020 April 2021 May 2021 August 2021 Now October 2021 Now December 2021 Now March 2022 Now December 2022		Closed		May 2022 Update - Recommendation superceded following follow up audit undertaken in May 2022	January 2020 Update - Recording of reasons for differences to guideline amounts of direct clinical care and supporting professional activity splits is variable. Differences to guidelines are acceptable and allowed, but training will need to be provided and referenced in the SOP to ensure the reasons for differences are captured in future. There is some historical differences between sites on the split, this will have an agreed approach for all sites from January onwards for new job plans. June 2020 Update - SPA/DCC split guidance - This was developed between medical workforce, Vijay Singh and Sarah Spencer. It is currently awaiting review at the LNC before wider distribution. Due to Covid19 this has stalled due to no LNCs taking place. July 2020 Update - No change to the position. September 2020 Update - The Deputy Medical Director and Assistant medical Director revisited the guidance developed by Dr V.Singh. This was matched and referenced against other organisations policies as well as taking royal college guidance into consideration. This has now been brought to final draft in preparation to be taken to the LNC. This will be shared at the next LNC in November before roll out to the UHB. November 2020 Update - a) There has been a delay in full roll out of incorporating all of the Bridgend ILGs job plans into eJP with updated CTM objectives, this is due to the onset of the pandemic and pausing of job plan reviews with most staff. This will be picked up and moved forwards when business as usual returns to the ILG. b) The operating model for the UHB is now in place and this has been incorporated into the eJP software to match the new structure. c) SPA and DCC guidance has been developed by the AMD for Medical Workforce. This underpins the application of SPA within the job planning process and will be reflected in the notes in eJP. The implementation date should be extended due to complication from the pandemic. It is likely to take an additional 6 months post spring 2021 to September 2021. January 2021 Update - Development of a policy document was required to standardise the approach across the UHB for SPA and DCC split, to ensure fairness and equity for all Medics that take part in the job planning process. There has been a document produced regarding the process for deciding SPA and DCC allocation. This is now awaiting sight by the LNC for comment, which has not met for a number of months due to pandemic. Further meetings have not been scheduled at this stage. The completion date has been revised to April 2021. March 2021 Update - Development of a policy document was required to standardise the approach across the UHB for SPA and DCC split, to ensure fairness and equity for all Medics that take part in the job planning process. There has been a document produced regarding the process for deciding SPA and DCC allocation. This was shared with the LNC in February 2021 and a number of amendments were suggested. These have been taken on board, worked into the document where appropriate and will be shared with the LNC at the next meeting in April. May 2021 Update: This was due to be approved in collaboration with the LNC in May, unfortunately this did not happen due to further work being felt needed to be undertaken on the document during discussion in the meeting. This has now been rolled over to the next LNC for approval with the amendments in August 2021. July 2021 update - No further update. Awaiting ratification and agreement of guidance. September 2021 Update - • Development of a policy document was required to standardise the approach across the UHB for SPA and DCC split, to ensure fairness and equity for all Medics that take part in the job planning process. • There has been a document produced regarding the process for deciding SPA and DCC allocation. This was shared with the LNC in February 2021 and a number of amendments were suggested. • These amendments were made and the document was submitted to the LNC in August 2021 for review, there were additional comments on the paper that the staff representatives would like changed for them to agree with its roll out across the UHB. The British Medical Association (BMA) representatives will formally set out their concerns before the next LNC in December 2021, to allow the guidance to be agreed in partnership at that meeting. November 2021 update - The LNC has not met since the last update. January 2022 update - The guidance has been shared with the LNC and the Chair of the BMA for CTM. Whilst there is general agreement on the document, there is further work required in partnership to agree on some of the tariffs. The AMD for Workforce is meeting with the BMA chair to finalise in partnership in Feb 22. April 2022 Update - • Development of a policy document was required to standardise the approach across the UHB for SPA and DCC split, to ensure fairness and equity for all Medics that take part in the job planning process. • There has been a document produced regarding the process for deciding SPA and DCC allocation. This was shared with the LNC in February 2021 and a number of amendments were suggested.
Consultant Job Planning 03	Oct-19	Limited	Staff conducting job planning meetings and annual review meetings should ensure that all job plans include personal outcomes that are sufficiently detailed and measurable, and in line with personal outcomes and targets agreed as part of the annual review process. Progress against personal outcomes should be monitored and recorded in line with the Health Board's guidance.	High		Medical Director	Acting Workforce Operational Lead	Nov-19	March 2021 December 2021 Now March 2022 Now December 2022		Closed	May 2022 Update - Recommendation superceded following follow up audit undertaken in May 2022	January 2020 Update - The report links the need for personal outcomes to be in the job plans. This is contrary to what the organisation had seen what job plans are for. There should be a record of clinical outcomes recorded and referenced, but personal outcomes are for the appraisal and validation process rather than job planning. July 2020 update - No change, work has stalled around this due to Covid19. November 2020 Update - Guidance is currently being developed by the AMD for Medical Workforce. No extension needed. January 2021 Update - Personal outcomes are part of appraisal and validation process rather than job planning currently. As part of the job planning training, clear personal outcomes will be factored into the process and now recorded in new job plans. The training that has been rolled out across the UHB covered this. The updated SPA/DCC guidance on this is awaiting comment from the LNC. As previously mentioned, the LNC has not met recently due to the pandemic and dates for the next meetings have not been arranged as of yet. The completion date has been revised to December 2021. March 2021 Update - Personal outcomes are part of appraisal and validation process rather than job planning currently. As part of the job planning training, clear personal outcomes will be factored into the process and now recorded in new job plans. The training that has been rolled out across the UHB covered this. The updated guidance on this was shared with the LNC in February 2021 and a number of amendments were suggested. These have been taken on board, worked into the document where appropriate and will be shared with the LNC at the next meeting in April. May 2021 Update - No further update to provide. July 2021 update - Job planning SOP now in place. Awaiting agreement of DCC/SPA guidance. September 2021 Update - • Personal outcomes are part of appraisal and validation process rather than job planning currently. • As part of the job planning training, clear personal outcomes will be factored into the process and now recorded in new job plans. The training that has been rolled out across the UHB covered this. • The updated guidance on this was shared with the LNC in August 2021 and a number of amendments were suggested by staff representatives. These will be formally recorded and shared by the BMA, then worked into the document where appropriate and will be shared with the LNC at the next meeting in December 2021 to allow for agreement on this guidance in partnership. • An SOP has been developed and shared for job planning, which clearly sets out the responsibilities and process that allows for effective job planning. November 2021 update - The LNC has not met since the last update. January 2022 update - The SPA/DCC guidance has been shared with the LNC and the Chair of the BMA for CTM. Whilst there is general agreement on the document, there is further work required in partnership to agree on some of the tariffs. The AMD for Workforce is meeting with the BMA chair to finalise in partnership in Feb 22. April 2022 Update - • As part of the job planning training, clear personal outcomes will be factored into the process and now recorded in new job plans. The training that has been rolled out across the UHB covered this. The job plans have clear outcomes regarding the site where the activity is to be undertaken, the type and duration of activity, and clarity around whether the activity constitutes a DCC or a SPA. However, further work is needed to quantify the specific amount of the clinical activity that is expected from the specified duration of the DCC. The new SPA document deals with ways of seeking objective evidence of the activity undertaken as an SPA.	



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Medical and Dental Rostering 01	Aug-20	Limited	The Health Board should continue to move to using a single medical and dental rostering system that would allow efficiencies in usage, especially where links can be made to other Health Board systems such as consultant job planning. This will also enable the Workforce Development team to provide consistent support across the Health Board.	High	Allocate Health Roster has now been rolled out for the whole of the UHB with the exception of ACT and PoW ED. In particular, the rollout was extended to Princess of Wales (PoW) medics during April and May. ACT currently use a separate rostering product called CLW and have for many years. This is also the case in a number of Health Boards and Trusts as the rostering features have been specifically designed for Anaesthetic rosters. Historically, and prior to the transfer on 1 April 2020 POW Emergency Department have used a separate rostering product. For ED POW and ACT to move over to Health Roster, the additional functionality needed would require the purchase of 2 additional modules from Allocate. The 2 modules are Medic on Duty (MOD) and Activity Manager (AM). In addition, this would require further discussions with Consultants and directorate colleagues as their current processes are considered to be perfectly suitable and adequate for their rostering arrangements and would not be a priority. The link of eJob Planning to health roster is the ultimate gold standard and is fully supported. For this to be possible it requires the purchase of the additional e-rostering products, to allow for the interface and indeed for all business areas to be using the Activity manager. In order to roll out Activity Manager effectively, the rostering team would be required to revisit all ILGs to ensure Health Roster is being used effectively for annual leave, study leave and sickness. This will be subject to dedicated resource being identified.	Director for People	Head of Workforce Productivity & E-Systems	June 2020/December 2020	01/04/2022 Now May 2022		Completed	June 22 update – Health Rota (Emergency Dept) and CLW (Anaesthetics) are now accepted as the rostering products that each area will utilise. A follow up audit report has now been issued for rostering, so this action will now close as a revised one has been issued to implement once accepted as an update by the organisation.	January 2021 Update - Allocate Health Roster has now been rolled out for the whole of the UHB with the exception of ACT and the POW Emergency Department (ED). This work has stalled due to the impact of the Pandemic. July 2021 Update - After meeting with ED representation and showing them a demo for the system with full functionality, the ED leads have taken the decision that Health Roster does not work for them and they do not want to use it. This puts us in a situation that is difficult to bypass. The areas do not want to use the system and say it doesn't work for them, but the audit report says that they absolutely should be using the system. A decision needs to be made as to whether we make the area use a system that they feel doesn't deliver what they want, purely because the audit report recommends it. September 2021 Update - Allocate Health Roster has now been rolled out for the whole of the UHB with the exception of ACT and the POW Emergency Department (ED). This is due to these areas using separate products to Health Roster that they are unwilling to give up, until the functionality in their own systems is recreated in Health Roster. • Although Health Roster is rolled out in all ILGs now, the data suggests that full uptake and utilisation of the systems capabilities is still relatively low. • For ED POW and ACT to transition to Health Roster, the additional functionality they require is contained within the 2 extra modules to be from Allocate. The 2 modules are Medic On Duty (MOD) and Activity Manager (AM). AM is yet to be purchased. • The additional functionality of the products were recently showcased to ED in POW, to an audience containing the clinical and administration staff. Feedback was not supportive of adopting the allocate packages as a rostering system, wishing to remain with their current product. • Conversion of ACT & ED will not be revisited until the pandemic is over, due to the current main focus within both the Departments and eRostering being maintenance of current service. November 2021 Update - RGH ED initial Build in progress. Talks ongoing with PCH ED to find a resolution. PoW ED still doesn't want to change system. Meeting arranged ACT colleagues to discuss movement process to HRoster." January 2022 update - The showcase of Health Roster in ED has been unsuccessful, with all 3 EDs deciding they do not want to use Health Roster, as it doesn't meet their needs. Alternative solutions will be investigated, as there is a system called Health Rota being used in CTM, that the EDs have all said they prefer and is better suited to their environment. This will be fed back to Allocate, to see how we can adapt Health Roster to be able to work in ED. Mar 2022 - RGH Are trialling the use of Health Roster for the Rostering needs. Contact has been made with allocate for a trial of the AM product however still awaiting response from Allocate in terms of cost/implementation details. April 2022 - Allocate have provided cost and implementation details to ED colleagues. However, the conclusion reached that Health Rota is a more suitable rostering system for Emergency Departments and is currently already in place in POW. CRW is the rostering system used in Anaesthetics. While the recommendation was for a single Health Roster across the HB given CRW and Health Rota are designed for Anaesthetics and Emergency Departments respectively consideration will now be given to the merit of EDs and Anaesthetics using a different systems that reflect their needs.
Medical and Dental Rostering 04	Aug-20	Limited	1) The Health Board should develop a rostering policy specific to medical and dental staff. To ensure consistency and no conflict or duplication, consideration should be given to any other related policies and future financial control procedures such as medical variable pay. The policy should also give clear guidance on the alignment between the roster development process, consultant job plans and service demands. 2) The current set of HealthRoster 'how to' guides should be reviewed to ensure they are comprehensive and can be used in all areas of the Health Board as HealthRoster is rolled out. It should be ensured that any procedures or guides created align to the roster policy and cover both the use of the system to create rosters and the use of the system by medical and dental staff to manage their time. For example, booking annual leave and making amendment requests. 3) For areas where the roll out of HealthRoster is not imminent, separate 'how to' guides on that system should be developed. The guides should include the step by step process for creating the rosters and also guides for users of the system, allowing consistency during unexpected periods of absence.	High	A rostering policy will be developed in a collaboration with the ILGs to ensure they are bought into the guidance. Sitting alongside this a separate 'medical establishment' project which will identify the funded posts in each of the ILGs. This is critical to inform the true and accurate development and recording of rosters. There are user guides on how use Health Roster within the Allocate Health Roster system so further guidance would not be relevant. If there is a requirement to refine this guidance, following feedback from Super Users, only then will the Allocate guidance be further developed.	Director for People	Head of Workforce Productivity & E-Systems	Sep-20	01/12/2021 Now April 2022 Now July 2022		Completed	June 22 update – Both the Medical Workforce Sustainability Group (MWSG) and the LNC were cancelled and Policy will be discussed at rearranged meeting. A follow up audit report has now been issued for medical rostering, so this action will now close, as a revised one has been issued to implement once accepted as an update by the organisation.	January 2021 Update - Initial scoping and collection of documentation has been completed. This work will commence again after the pandemic. July 2021 update - the policy is in active development and a policy group has been set up with stakeholders involved. September 2021 Update - A rostering policy is in draft form that was developed in collaboration between the Assistant Medical Director and Medical Workforce. This will be developed further in partnership through the LNC. • There are end user accessible guides on how to use Health Roster already held within the system and now on an intranet eRostering site, alongside video guides for the most common queries. • Separate guides for non eRostering areas are no longer required as most areas (apart from ACT and ED) are now on Health Roster. November 2021 update - Draft written. Now out for comment. Will be taken to the next Medical Workforce Sustainability Group for discussion." January 2022 Update - A/W sitting of MWSG in Feb. The draft policy has been written Awaiting Feedback from MWSG. Apr 2022 - The most recent Medical Workforce Sustainability Group was cancelled. The draft policy will therefore go to the next meeting in May 2022. The route from there will be to the LNC for consideration in May and the Health Board's Policy Subgroup for discussion and wider consultation in June 2022.
Head & Neck Management Arrangements 06	Aug-20	Limited	1. All episodes of sickness should be recorded on ESR. Comprehensive and accurate documentation in relation to each episode of sickness should be maintained to allow the proper management of sickness within the directorate and accurate reporting. 2. It should be ensured that self-certification and return to work forms are fully completed. 3. All information contained on self-certification forms, RTW forms and ESR should correspond. 4. Absence management prompts should be monitored and where periods of absence result in a prompt being breached, the appropriate action should be taken.	High	Working with colleagues in WOD the Directorate will start an education programme for all staff management issues – with joint workshops as has happened in other areas (for example, Mental Health). This will start a journey for the Directorate towards compliance. Since receipt of the report the detail has been shared with the Heads of Service and improvements have been made which will be qualified if a re-review takes place. Further, this issue will be highlighted to the Bridgend ILG when it takes over management responsibility for this service.	Chief Operating Officer	Service Group Manager	Oct-20	March 2021 April 2021 September 2021 Now December 2021 Now March 2022 Now June 2022		Part Completed in two ILG's	June 2022 Update. No further action reported - best efforts for the next meeting. This issue has been a focus for all ILGs but there are conflicting calls on time still.	January 2021. Implication of covid have meant that this has not been able to receive the appropriate management focus - this will be remedied in the next two months. An update will be provided in March 2021. March 2021 Update - Covid 19 has hampered progress in this area. Limited action can be proved to have taken place. An update on progress will be available by the end of April 2021 – this recommendation open and progress will be monitored. May 2021. The Head & Neck Directorate no longer exists and a proposal around how this is handled will be made to Auditors. In the meantime, a check has been made on the arrangements where these services are now held. Colleagues from WOD work closely within all CSGs and provide important support where it is needed. These issues are monitored via internal ILG processes and then via the Performance Review with the COO. At present issues with ESR and Health Roster are the focus of work and as a result the date will be September 2021. July 2021 Update - In RTE and MC ILGs, this action is complete. In BILG, training is underway for action 1, for action 2 it is in place for clerical and medical staff and for the other two work is complete. September 2021. Work remains ongoing - date is still December 2021. November 2021 Update – for BILG, PDRs will be scheduled by the operational team to take place from January 22 and all staff aim to be completed in month, undertaking ESR training will be a common objective for all. February 2022 Update - Staff are still completing ESR training in Surgery, ESR structures have now been correctly aligned to reflect the structure. Progress will be reported at the next meeting. April 2022 Update - Nothing further to report for this month - anticipate that there will be at the next meeting.
Head & Neck Management Arrangements 07	Aug-20	Limited	1. In line with Health Board targets, all staff should be subject to a PDR on an annual basis. 2. PDR documentation should be fully completed, with meaningful objectives agreed by the manager and employee. The document should be signed by both parties and ESR with the date the PDR took place. 3. Copies of PDRs can be accessed to be undertaken in Manager's absence.	High	The report has been shared with all Heads of Services and improvements have been made in the speciality area of Dental Services. The new management arrangements for the RTE ILG are in the process of being resolved and in line with the new workforce performance management ILG structure, the detailed improvements will be made. Further, this issue will be highlighted to the Bridgend and RTE ILG when it takes over management responsibility for this service.	Chief Operating Officer	Service Group Manager	Oct-20	March 2021 April 2021 August 2021 Now December 2021 Now March 2022 Now June 2022		Part Completed	June 2022 Update. No further action reported - best efforts for the next meeting. This issue has been a focus for all ILGs but there are conflicting calls on time still.	January 2021. Implication of covid have meant that this has not been able to receive the appropriate management focus - this will be remedied in the next two months. An update will be provided in March 2021. March 2021 Update - Covid 19 has hampered progress in this area. Limited action can be proved to have taken place. An update on progress will be available by the end of April 2021 – this recommendation open and progress will be monitored. May 2021. A check has been made across the old Cwm Taf Directorates and a review has been taken on this issue. This does remain a risk given the size of the challenge and is monitored through internal ILG Meetings and the ILG Performance Review with the COO. July 2021 Update - For RTE ILG and BILG, this is an aim but not achieved across both areas given the implications of covid. There is a plan with WOD colleagues and intent for this to be improved. This is monitored in ILG Performance Review meetings monthly. In both areas the information is readily available if needed. No response from MC. For MC ILG (OMFS) this is complete. September 2021. Work remains ongoing - date is still December 2021. November 2021 Update – for BILG, PDRs will be scheduled by the operational team to take place from January 22 and all staff aim to be completed in month, undertaking ESR training will be a common objective for all. Nothing further from other ILGs this month. February 2022 Update - the Bridgend ILG will aim to complete all PDRs by March 2022. The issue has been held back due to operational pressures across all services. April 2022 Update - A further update will be available at the next meeting - no further information at this time.



Ref	Date added	Assurance rating	Recommendation	Priority	Management Action Agreed	Responsible Executive Lead/Management Lead	Responsible Management Lead	Original Agreed Implementation Date	Revised Implementation Date	Status	Progress	Updates during this period/Latest Update	Previous Updates
CAMHS Management Arrangements 05	Feb-21	Limited	1. We agree with the planned approach to identify CAMHS related policies in existence and to review them to ensure consistency across the localities. This work should also ensure relevance and alignment to current legislation and expected working practices. 2. Once updated, the policies should be made accessible to relevant staff and have dates for future review and individuals / post holders named who are responsible for such reviews.	High	CAMHS Policy Group newly established, with ToR being developed. All CAMHS policies to be identified, reviewed and standardised to ensure consistency across localities, and to ensure relevance and alignment to current legislation and expected working practices. Action plan will be devised. Policies will be made accessible to relevant staff and have dates for future review and individuals / post holders named who are responsible for such reviews.	Chief Operating Officer	Head of Nursing	Mar-21	01/05/2021 August 2021 Now December 2021 Now September 2022		In progress	June 2022 Update - CSG and Head of Nursing have met and discussed approach. Each LMT has been requested to update current policies and database established. Progress has been made with documents drafted. This will be discussed at Senior Nurse meeting on 14th June with an outline of timescales.	March 2021 Update - Update will be available in May 2021. May 2021 Update - CAMHS Policy Group newly established, with ToR developed. All CAMHS policies to be identified, reviewed and standardised to ensure consistency across localities, and to ensure relevance and alignment to current legislation and expected working practices. Action plan will be devised. Policies will be made accessible to relevant staff and have dates for future review and individuals / post holders named who are responsible for such reviews. Work delayed due to key staff redeployment due to Covid & HB restructure. Confirmation on the action taken will be confirmed in August 2021. July 2021 Update. CAMHS Policy Group newly established, with ToR developed. All CAMHS policies identified, to be reviewed and standardised to new format to ensure consistency across localities, and to ensure relevance and alignment to current legislation and expected working practices. Action plan devised to ensure rolling programme. Policies will be made accessible to relevant staff and have dates for future review and individuals / post holders named who are responsible for such reviews. Work delayed due to key staff redeployment due to Covid & HB restructure. Confirmation on the action taken will be confirmed in August 2021. September 2021. Work on the policy reviews continues, the target date remains December 2021. November 2021 Update - nothing further this month. There has been a change in management arrangements and an update on the work that remains ongoing will be ready for the next meeting. February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022 - Due to changes in nursing structure and gap in CSG Manager the progress on this action has been delayed. Head of Nursing and CSG Manager will meet in April 2022 to review actions outstanding and make a plan to address the review and publication of policies
Single Cancer Pathway Data Quality Integrity 02	Oct-21	Limited	1. Management should ensure robust processes are put in place that safeguards the integrity of the SCP data prior to it being published and reported on, including accurate input of dates and outcome data onto the clinical portal. 2. Referral letters and other key documents that support the 'start the clock' and 'stop the clock' dates should be added to the clinical portal. Note: Management added to this part of the recommendation: Once we deploy WPRS for Cancer specialities, this data is captured and present in WCP.	High	Acknowledging the later recommendation around the need for a planned approach to improving data quality across CTM, the operating model is being amended to improve ownership of the data integrity issue. Previously, the Cancer Business Unit has held responsibility for the data aspects of Cancer service delivery. In Q3 2021/22, each ILG will take accountability for their Cancer MDTs, trackers and information analysts which will allow each CSG to own the data for their smaller group of patients. The CBU will oversee the roll out of robust data capture through the use of Cancer MDT e-forms in line with the Cancer Informatics plan and CANISC replacement (commencing Q3 2021/22) Wider issues around discrepancies between the paper and digital record have been identified and added to the corporate risk register. The Cancer Business Unit will develop and implement interim safeguards to mitigate risk whilst we transition from paper to digital ways of working through the HB digital strategy. This will include frequent improvement cycles and audit undertaken by clinical coding and the care teams. There are also wider issues around the PAS and WCP not conforming to information and technical standards and applications being design which do not readily enable the clinical data to be stored digitally at a data item level in a manner which it is clinically interpretable and re-usable. Business cases have been submitted collaboratively with NWIS to improve compliance with standards at the application and data storage layers to address these fundamental requirements. Operationally the UHB are committed to prioritising resources to strategically aligned initiatives, such as electronic referral through the WPRS and electronic test requesting for pathology and radiology and through digitising the patient record which includes scanning documents, such as the referral letter, using CTQ. We see the full implementation of standards and digital applications and the safe, clinically and cost effective methods required to enable our strategy and meet the need for accurate reporting data. In the short term, existent processes whereby referral information is transcribed on to the PAS will be re-affirmed, thereby ensuring key tracking data is available for a myriad of uses including, but not limited to, cancer information. These interim actions will be superseded by the development of the overarching health board strategy (CTM 2030: Our Health Our Future). This will set out the design principles for clinical services and other activities and will include specific ambitions for the digital agenda. This will be supported with the appointment of a new Digital Director taking up post this autumn. This will help support the acceleration of the digital plans to support the overall HB strategy. There is an urgent requirement to reaffirm referral management processes and accuracy of recording of PoS when referrals are received, and uploading on to WPAS. Clinical service group managers are required to take ownership over the validation, cancer waiting times and their cancer waiting lists (See newly devised cancer operating framework). Cancer business unit to undertake quarterly audits on data accuracy of patients that are active on cancer tracker. A WPAS cancer tracker 7 training manual has been developed for all staff using this system. This has been made available online. A training record has been developed and is being updated following individuals completion of training and competency of the WPAS cancer tracker. Clinical Service Group & Operational Managers to ensure upgrade / downgrade SOP is followed along with	Chief Operating Officer	Various	Various	Now March 2022 Now June 2022		In progress	June 2022 update - Following discussion - agreed that the MDT Coordinators and Information Assistants are centralised within the CBU. Engagement session being held 13/6/22 with planned integration from Sept 2022. Phase 1 Qlik insights, a cancer BI tool specifically designed for clinicians and service group managers to assist them with managing and delivering their respective cancer services has been completed and went live on 1/6/22. Automated feeds from Radis, EMS and LIMS into cancer tracker has been developed, completed and gone live on 1/5/22. Canisc replacement is ongoing and has been further delayed until Sept 2022. Concern from clinicians raised regarding the impact it will have on current resources. An initial meeting was established via the CBU with lead MDTs and cancer leads for ILG in May but was cancelled due to numerous apologies. This is currently being re booked. Additionally a working group is planned with the lead MDTs to identify specifically issues / resource implications etc for each individual MDM.	November 2021 Update - Devolvement of MDT Coordinators and information assistants still outstanding whilst managerial issues are worked through. CANISC replacement and Wrapper roll out deferred until May 2022 nationally. CTM have established an implementation group to tackle each tumour site in turn. Lung is the first tumour site and work has started. Funding via WCN has been had to develop BI tools. Two pronged approach; integration of endoscopy and radiology feeds into cancer tracker and development / enhancement of Qlik app. February 2022 Update - no further update received. Response will be sought from ICT colleagues - as redirected. April 2022 Update - Nothing further to report in this reporting period - responses will be pursued for the next meeting.
Single Cancer Pathway Data Quality Integrity 03	Oct-21	Limited	1. While error rates remain high, senior management quality assurance checks should be undertaking to ensure reliability of the SCP data. Consideration should be given to including these check as part of the data validation SOP that is being drafted. 2. Validation checks of both breached and achieved cases should commence in line with the draft SOP. 3. An issues log should be maintained to record discrepancies in the data identified during the validation and quality checking process to help identify any trends in errors.	High	1. Monthly validation reports are sent to the cancer service supervisors via information services to support with validation. Any errors are raised with the information reporting team and any SQL script errors are reported as bugs and corrected. 2. A newly developed SOP has been developed for both weekly and monthly validation of all treated patients within that given month. This is awaiting approval. Validation of all treated patients both in and out of target is undertaken at month end in accordance with the validation SOP. This document is currently awaiting approval. 3. An issues log has been devised which logs all month end validation discrepancies in data identified, with the actions undertaken to resolve them. The discrepancies are sent to the appropriate service group managers. Discrepancies identified during validation of the treated confirmed cancer patients, with the appropriate action taken to resolve the discrepancy, is sent to the appropriate service group managers to discuss with the team concerned and use as a learning opportunity.	Chief Operating Officer	Various	May 2021/Quarter 2 2021	Now March 2022 Now June 2022		Part Completed	June 2022 update - internal CBU monthly validation continues. Internal audit scheduled to revisit mid to end of June 2022 - specific date yet to be confirmed. Engagement with audit department to develop a rolling audit programme has taken place but Covid had prevented development of this due to deployment of staff during that time and greater priorities. Funding for the development of the dashboard to monitor compliance against the national cancer audits re started.	November 2021 Update - Both weekly and monthly validation undertaken. SOP approved. Reaudit mirroring that undertaken by internal audit department has revealed an improvement of 29% in data accuracy. February 2022 Update - Issue 1. This will be confirmed at the next meeting of the committee. Issue 2. Monthly validation completed checking PoS and FDT. Re audit of internal audit criteria undertaken identifying 79% accuracy (29% improvement) - Complete. Issue 3. Established and maintained monthly following validation. Discrepancies identified sent to the respective individuals for learning - Complete. April 2022 Update - Nothing further to report in this reporting period - responses will be pursued for the next meeting.
CAMHS Follow Up Workforce 1.1	Dec-21	Limited	The outstanding issue in relation to accessing the job plans of CAMHS staff within the Allocate system should be resolved with immediate effect so that the updated Consultant Job plans can be uploaded on to the system.	High	Access to Allocate requested for all relevant staff. Appointments made with all Doctors with outstanding job plans to update. The CAMHS folder on Allocate has been reviewed and organised to align with recent organisational changes. Consultant/SAS lists were updated with new appointments added and legacy names removed (Krishna Menon, July 2021) A clear system of delegation has been established whereby Clinical Leads in each service are responsible for creating/ updating job plans for doctors in their areas jointly with the CSG Manager who will be the 1st sign off, with the Clinical Director reviewing the finished job plans for assurance before completing 2nd sign off. Training on Allocate is being organised to support Clinical Leads in this regard. Clinical Leads will continue to be job planned jointly by the CSG Manager and CSG Director. Clinical Leads have been approached on several occasions (July 2021) in order to undertake job plans in their areas but progress has been slower than anticipated due to clinical pressures and lack of operational support. It is anticipated that this will be resolved at pace with the new CAMHS CSG Manager taking up her post in February 2022 but the Deputy CSG Manager will be requested to progress this in the interim with support from the Director of	Chief Operating Officer	Clinical Director	Dec-21	Now June 2022 Now August 2022		In progress	June 2022 Update - meets have taken place and request for action in this area, there are 4 job plans awaiting sign off by clinicians and a further 9 in discussion. For those awaiting sign off, CSGM and CD will follow the CTM UHB User guide around presumed sign off to make progress in this area. Plans to progress those in discussion are underway with the relevant Clinical Leads. Further training will also be provided on the new system	February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022- Due to clinical pressures; vacancies in consultant posts and the gap in CSG Manager progress has been limited. Deputy Directorate Manager has completed the training. CSG Manager will meet with Clinical Leads and Clinical Director in April 2022 to review and make a plan to progress this area.
CAMHS Follow Up Workforce 1.2	Dec-21	Limited	Consultant job plans should be reviewed and agreed on an annual basis, with planning discussions commencing in enough time to get the plan signed off and any disputes resolved ahead of the job plan start period.	High	Clinical Director will ensure that all Consultant job plans are reviewed and agreed on an annual basis. A clear dispute process to be followed: Where issues are raised in relation to the job plans created, prompt discussions should take place between the individual, the Clinical Service Group Manager and Clinical Director in order to resolve any problems in a timely manner and ensure plans get signed off. System to provide assurance that the sessions agreed on the job plan are what are being delivered by the Consultants. The Clinical Director will review and complete 2nd sign off of all job plans to provide assurance that they accurately reflect the consultant/SAS doctor's commitments are aligned to the service needs. A process has been agreed to escalate any disputes to the ILG Group Director.	Chief Operating Officer	Clinical Director	Dec-21	Now August 2022		In progress	June 2022 Update - Meetings have taken place with Clinical Director and Clinical Leads to get remaining job plans in discussion or due to need review progressed to sign off. A plan for following the CTM UHB user guide to progress timely sign off	February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022- Due to clinical pressures; vacancies in consultant posts and the gap in CSG Manager progress has been limited. CSG Manager will meet with Clinical Leads and Clinical Director in April 2022 to review and make a plan to progress this area.



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CAMHS Follow Up Workforce 2.1	Dec-21	Limited	Staff personal records should be stored electronically and in such a way that allows other relevant managers to have access to them should an employee's direct line manager be absent from work for a period. This will also enable line managers to access files wherever they are based and will reduce the risk of files being mislaid.	High	The Health Board agrees with the recommendation that staff electronic records are ideal. This will be explored and progressed with IT with regards to the governance & security of IT records for all CAMHS staff.	Chief Operating Officer	Deputy Directorate Manager	Nov-21	Now August 2022		In progress	June 2022 Update - Progress has been made with one of the Localities starting this process and setting up the shared folders. Plan for this area to implement first with some guidance around approach in June and then consider roll out to other areas from July.	February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022 - Information has been provided by ICT regarding the approach to setting up secured folders on the shared drives. New admin post will be appointed to as support for the Senior Management Team by June 2022 and will provide support to the Locality Management Team to request and establish secure folders and scan existing files
CAMHS Follow Up Workforce 2.4	Dec-21	Limited	It should be ensured that: • Comprehensive and accurate documentation in relation to each episode of sickness should be maintained. • All information contained on self-certification forms, RTW forms and ESR should correspond, and the period of absence should be fully covered by self-certification forms or medical certificates. • Where periods of absence result in a prompt being breached, appropriate action in line with the Managing Attendance Policy should be taken. The roll out of the Line Management Training package should assist in making staff aware of the absence management processes they need to follow.	High	The Line Management training will continue to be delivered across CAMHS to all staff with line management responsibilities as a rolling programme. A line management check list will be rolled out & used by all staff during line management supervision to ensure consistency with issues discussed. This checklist (currently in use in a different directorate) will be updated and reviewed to ensure it is comprehensive and meets the requirements for CAMHS. A monthly audit will be undertaken to provide assurance regarding the quality of line management supervision delivered.	Chief Operating Officer	Senior Nurse/Improvement Manager/Lead Nurse	Nov-21	Now June 2022		In progress	June 2022 Update - Line management training has been updated to reflect new policies and feedback from HR and L&D colleagues. It has been shared with Internal Audit for review and they have provided some feedback which we will incorporate in June. Plan to provide some further sessions in next few months and then approach for Senior Nurses in each locality to take a lead and this to be included in induction. Audit has taken place in May which demonstrates compliance with sickness management. Internal Audit are also planning to sample 5 staff records to test as well. Following this and the internal audit recommendations potential to close this action	February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022 - line management training has been delivered to staff and information shared with each area. Checklist has also been rolled out and used locally. Senior nursing team will complete audits in May 2022 to review compliance and provide assurance
Biridgen Transfer of IT 04	Dec-21	Limited	The actions required to mitigate the identified risks and impacts should be identified and plans and timescales developed with the appropriate funding level identified. These should be submitted to WG.	High	High level road map has been developed. A granular roadmap at the building block level for each service and app is now being finalised, which works around the SLA and how services can be separated without significant detriment to either party. As identified, this is being done at severe detriment to the rest of the CTM programme and on a beg, steal and borrow basis. Once the roadmap has been completed, and resources attributed, it will be set against the SLA to identify what could be done from resources already available to the NHS and then have the ongoing consequences added prior to being given to WG. Part of this will be to identify where the diseconomies of scale observed in SB will arise, and identify these to WG.	Director of Digital	Chief Information Officer & Assistant Director for ICT	Feb-22	Now March 2023		Completed	June 2022 Update - SB and CTM are now meeting again post the covid period, with CEOs chairing the programme board. The risk register includes digital and service risk. WG have also re-commenced their support for the programme and are aware via bilateral and trilateral meetings of the wider risks	January 2022 Update - Programme for full digital disaggregation by March 2023 has been outlined and will go to Joint Executive Group in early February for consideration. Welsh Government have agreed to fund the DHCW and CTM resource required for the PAS element although DHCW are indicating that there may be wider programme risks issues which delay their ability to support the Bridgend work. Further dialogue and cases will be submitted to WG as the wider disaggregation scheme including sequencing of the clinical service disaggregation, is known. March 2022 Update - WG has provided £2m to the UHB for the PAS aggregation and data migration work WG has provided further funding to DHCW to undertake the PAS migration work - albeit this will now not commence until July 2022 due to slippage on the Velindre PAS replacement A digital disaggregation programme has been established with representation from SB and CTM, which has agreed 8 work packages, their sequencing and scope and the resultant transfers of the SLA. Capital funding for the network remains outstanding
Concerns 1.2	Feb-22	Limited	A comprehensive set of Standard Operating Procedures should be developed setting out the process to follow from the point a concern or complaint is received through to the provision of a response. The SOP should include concerns from all sources such as those received via the dedicated email accounts, those made in person or issues raised via local MPs or MSs. The responsibilities of the Corporate Concerns Team and the ILGs should be clearly set out.	High	Review the PTR Guidance alongside the CTM structures to identify what Standard Operating Procedures are required and develop and implement to support the new process.	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Jun-22	Now September 2022		In progress	June 2022 - Central triage complaints resource identified as part of operating model changes. Once new model is in place. Policies and SOPs will be reviewed and amended in line with the new model.	April 2022 Update - On hold until changes to the operating model
Concerns 3.1	Feb-22	Limited	3.1a A training programme should be developed and rolled out across the Health Board to ensure that staff are suitably trained for the roles they are performing in relation to the Concerns process. 3.1b A training needs analysis should be undertaken in each ILG and for corporate teams to identify the staff that fall into the three levels of training outlined in the Concerns Training Plan. The PADR process could be used in the future to help identify training needs.	High	3.1a CTM Concerns Management training programme to be developed encompassing Putting Things Right, the Once for Wales Concerns Management System and Welsh Risk Pool procedures, more specifically Learning from Events Reports. 3.1b Training Needs Analysis Template to be developed following development of Concerns Management training programme. To be shared with the ILGs for completion and identification of all staff who should receive the training.	Director of Corporate Governance/ Board Secretary	3.1a Interim Head of Concerns, Redress & Legal 3.1b Interim Head of Concerns, Redress & Legal/ILG Heads of Quality & Safety	3.1a April 2022 3.1b June 2022			In progress	June 2022 3.1a New PTR Training package in process of being developed, in conjunction with the new Incident framework. Elements of training have already been undertaken in respect of LFERs and Once for Wales CMS. Weekly LFER drop in training sessions have been underway for the past 6 weeks, which will assist staff with completion of LFERs. 3.1b Training Needs analysis will be undertaken on completion of prospectus with the newly formed care groups.	3.1a April 2022 Update - Partially completed in respect of LFERs and Once for Wales CMS. PTR to be completed. 3.1b April 2022 Update - To be developed once training package has been completed



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Concern s 6.1	Feb-22	Limited	6.1a A SOP should be developed that documents the quality assurance processes underpinning the end stages of the investigation that lead to the issue of the PTR Concerns Response Letters. The SOP should include who is responsible for quality checking and how quality checks should be documented, including, if deemed necessary, the use of the checklist contained in the policy. Training on the required quality assurance process documented in the SOP should be carried out with relevant staff. 6.1b The Quality Assurance Checklist contained in Appendix 4 of the Concerns Policy should be reviewed and a decision made regarding the expectation for it to be used.	High	6.1a Standard Operating procedure to be developed as part of a suite of SOPs outlined in 1.2 above 6.1b QA checklist to be reviewed at the same time as the SOP is developed	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Apr-22	Now September 2022		In progress	June 2022 6.1a - A review of all Policies and associated SOPs has begun and will incorporate the new operating model. Progress on this action has been slow due to the Complaints Manager not being in post and focus on changes to the operating model. 6.1b - will be reviewed in conjunction with Governance teams within the new operating model.	6.1a April 2022 Update - On hold until changes to the operating model. - On hold until changes to the operating model 6.1b April 2022 Update
Concern s 9.1	Feb-22	Limited	9.1a A formalised process should be put in place to ensure there is shared learning from the outcome of concerns, complaints and incidents and also the processes followed when dealing with concerns and complaints. This should include how data will be collected and analysed in order to identify trends and patterns for example across CSGs, ILGs, specialities or by type of concern. Lessons learnt information should then be shared in a consistent way across the Health Board. 9.1b Subsequently, ILGs should ensure they have suitable processes and methods in place for the dissemination of lessons learnt across all of their CSGs.	High	9.1a Regular reports are provided from Datix and monitored via various groups and committees. The quality of information provided will be strengthened with engagement with the RL Datix team. Development of a Learning Framework underway to ensure learning is captured from various avenues and shared across the organisation. 9.1b This will form part of the Learning Framework as per 9.1a and included in the SOPs as per 1.2.	Director of Corporate Governance/ Board Secretary	9.1a Datix Manager 9.1b AD Nursing & Patient Safety and Interim Head of Concerns, Redress & Legal AD Nursing & Patient Safety and Interim Head of Concerns, Redress & Legal	Jan-22	Now September 2022		In progress	June 2022 9.1a - Reports are provided on themes and trends following incidents/complaints and claims. These are presented at various committees. A review of these will be undertaken to ensure that they are fit for purpose and are used to drive improvements The Listening and Learning Framework remains in DRAFT form. A Learning from Events day is planned for July 2022, whereby top themes will be discussed with shared learning from past incidents/complaints. A newsletter is in the process of being devised. 9.1b - this will be reviewed and strengthened and will incorporate the new operating model changes.	9.1a April 2022 Update - Learning Framework has been developed and is in DRAFT form at present. This may need to be revisited following changes to the Operating model. 9.1b April 2022 Update - Learning Framework has been developed and is in DRAFT form at present. This may need to be revisited following changes to the Operating model.
Fire Safety Management 5.1	Feb-22	Limited	Appropriate systems should be developed to allow the production of basic management information in relation to risk assessments.	High	The Health Board will explore the use of the Risk Module in Datix to support the recording and escalation of risks following a Fire Risk Assessment. A Strategic Leadership Group paper will be produced to provide an options appraisal as to how fire risk assessments can be better captured and monitored.	Director for People	Head of Health, Safety and Fire	31/03/2022 30/04/2022	Now November 2022		In progress		April 2022 Update - NHS Wales Shared Services Partnership: Facilities and Estates are currently reviewing the All Wales software package following concerns raised by all Health Boards and Trusts in Wales.
Fire Safety Management 5.2	Feb-22	Limited	Risk assessments should be completed within stipulated review periods, including refresh for ward reconfigurations.	High	An additional Fire Officer has been appointed on a fixed term basis to support the completion of Fire Risk Assessments following the backlog created during the Covid pandemic. This role will be reviewed alongside the capacity of Fire Safety Team to maintain all the Health Board's Fire Risk Assessments. A Strategic Leadership Group paper will be presented on the outcome of this review and prior to the end of the fixed term appointment.	Director for People	Head of Health, Safety and Fire	Jun-22			In progress		April 2022 Update - Whilst the additional temporary post was helpful in managing the backlog of outstanding fire risk assessments following the pandemic, subsequently 2 Fire Officers have retired and a further is due to retire in June 2022. Vacancies for replacement are currently on hold due to financial constraints within the Health, Safety and Fire Team Budget.
Fire Safety Management 9.1	Feb-22	Limited	ILG reporting could be improved by the inclusion of the issues raised at the observation.	High	ILGs will review their Health, Safety and Fire Group Agendas to ensure this recommendation is addressed. The listed fire information will be required from each Clinical Service Group and provided through their regular reports to the Health, Safety and Fire Group.	Director for People	ILG Director of Operations	May-22			In progress		April 2022 Update - Ongoing
Data Quality 05	October 2019	Limited	The process for monitoring patients who are awaiting diagnostic investigation results should be reviewed to ensure all Medical Secretaries are utilising a standard approach that is user friendly and does not restrict access, thus allowing visibility to other staff members. UPDATED RECOMMENDATION - A review of the watch list process should be undertaken and following that guidance produced that ensures all Medical Secretaries are using a standard approach that is user friendly and does not restrict access, allowing visibility to other staff members.	Medium	A review of this process and guidance will be carried out, potentially with external support to assist and add pace to the review. Consistent guidance and emphasis on use will then be provided. Management teams will ensure that locally held spreadsheets are not replacing the mandatory addition to the formally report QL. Request internal audit re-assessment of this in next year's audit plan. UPDATED MANAGEMENT RESPONSE - A technical assessment on the potential upgrading of watch list functionality to facilitate performance management of Medical Secretaries will be commissioned.	Chief Operating Officer	Assistant Director of Performance & Information/ Assistant Director ICT	March/April/May 2020	February 2021 March 2021 August 2021 Now October 2021 Now December 2021 Now March 2022 Now June 2022 Now September 2022		In progress	June 2022 Update - Colleagues in RTE confirm that limited progress continues with work ongoing with the functionality of the watchlist and governance process. Diagnostic reporting and waiting lists are a priority within all recovery plans and will progress the watch list process for tracking and formal QL use. Anticipate similar responses from colleagues from MC and BILG at the next meeting.	December 2020 Update - See above response January 2021. Implication of covid have meant that this has not been able to receive the appropriate management focus - this will be remedied in the next two months. May 2021 Update - Nothing further to report this month. July 2021 Update. No change reported. September 2021 Update. Nothing further to add - target date now December 2021. Informal discussion with SGMs suggests strongly that Medical Secretaries are provided with support with training. November 2021 Update - limited discussion with colleagues from ILGs indicates that the main aims of this recommendation are being undertaken, though this assurance has not been possible across the UHB given the other operational issues which continue to be ongoing. A final review will be undertaken by the time of the next meeting. February 2022 Update - limited discussion with colleagues from ILGs indicates that the main aims of this recommendation are being undertaken, though this assurance has not been possible across the UHB given the other operational issues which continue to be ongoing. A final review will be undertaken by the time of the next meeting. April 2022 Update - Nothing further to add this month - anticipate that it a response will be ready at the next meeting.



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Medical and Dental Rostering 08	Aug-20	Limited	1) Management should ensure that on granting annual and study leave to staff, that consideration is taken to ensure there is enough Consultants in place to cover all shifts and they are not all granted leave at the same time. 2) The process for requesting and approving annual and study leave should be clearly set out in departmental procedure notes so that all are clear on the expectation of the department.	Medium	A policy has recently been finalised covering study leave entitlements across CTM. This clarifies how much is available and how to record it via the Health Roster system. This policy is awaiting ratification by the LNC. Once all areas are using Health Roster fully, rules can be set on the roster to ensure the correct amount of staff are permitted to be off per day/Week.	Director for People	Head of Workforce Productivity & E-Systems	Nov-20	01/12/2021 Now April 2022 Now July 2022	Completed	June 22 update – The May LNC was cancelled and the Policy will be discussed at the rearranged meeting prior to progress through the ratification process. A follow up audit report has now been issued for medical rostering, so this action will now close, as a revised one has been issued to implement once accepted as an update by the organisation.	January 2021 Update - Policy is awaiting sight and approval at the LNC. Dates for the LNC have not been released for this year yet had the last meeting was cancelled due to the pandemic pressures. APRIL 2021: Work delayed during the pandemic, revised implementation dates provided. July 2021 update - The policy has been to LNC. Additional queries were raised that are being worked on by Nerys Conway. This will be taken to the next LNC for view by the committee with a view for sign off. September 2021 Update - A policy has recently been finalised covering study leave entitlements across CTM. This clarifies how much is available and how to apply for it. • This was taken to the LNC for agreement in partnership in August. The LNC staff representatives raised some areas of the policy they would like changed and a separate meeting has now been setup to work the comments into the policy, to allow for the policy to be agreed. November 2021 update - The policy was not ratified at the last LNC. It will now roll over to the next meeting. January 2022 Update - The study leave policy has been agreed with the BMA chair/LNC and now will go through the formal route to ratification. Apr 2022 - As a result of comments emerging through the ratification process further discussions are taking place between the Medical Director and BMA Lead. The Policy will be discussed at the May 2022 LNC before sending back to the policy sub group. This is subject to the same timeline explained in MDR 04	
Medical and Dental Rostering 09	Aug-20	Limited	Management should ensure when they are producing the rosters that the SPAs and DCC session align to the agreed job plans.	Medium	If the Medic on Duty and Activity Manager modules are purchased and integrated into the process, this can automate the upload of the Job Plan into HealthRoster. This will demonstrate whether or not there is a reflection of the agreed job plan. However, this does need to be enforced and managed by each of ILG management teams, not by Workforce. ILG management will need to ensure that actual job plans reflect what is shown on the Roster.	Director for People	Head of Workforce Productivity & E-Systems	Dec-20	01/12/2021 Now April 2022	Completed	June 22 update – There is no significant update on this action. The ILGs have ownership of the responsibility to ensure the job plans and rosters/rota match. A follow up audit report has now been issued for medical rostering, so this action will now close, as a revised one has been issued to implement once accepted as an update by the organisation.	January 2021 Update - This work will not take place until the pandemic is over, due to the current main focus within both the Departments and eRostering being maintenance of current service. APRIL 2021: Work delayed during the pandemic, revised implementation dates provided. July 2021 update - Medic on Duty and Activity manager have not been purchased as yet. Talks are still underway with IT who finance the products to allow for the purchase. September 2021 Update - This required the roll out and implementation of MOD and AM. This work will not be complete until at least April 2022, so the alignment work will be tied to that. • These applications automate the upload of the job plan. This will ensure exact reflection of the agreed job plan. • Local management will play a vital role in this, ensuring that job plans reflect what is shown on the Health Roster as the activity. Additionally for best results, the job plan should meet the identified need AM will provide to the clinical areas to build job plans around. November 2021 update - No further update. January 2022 Update - The packages have not been purchased. The work cannot be undertaken until they are. Job planning rates are tied to this objective, which are below par at current. Job planning rates need to improve for this action to be viable. Mar 2022 - Currently in talks with allocate in the requirement of a trial run of Activity Manager. Apr 2022 - The UHB were unable to secure a free trial of the Activity Manager software. There is a significant additional cost to purchasing this software to the region of £35,000. The ILGs will have to manually ensure there is correct DCC/SPA recording, unless funding can be secured for the additional cost.	
Head & Neck Management Arrangements 09	Aug-20	Limited	The Directorate should ensure that all staff record their mandatory training in ESR and all staff are provided with the opportunity to undertake their mandatory training. Monitoring at a departmental level should take place to identify any problem areas and to establish reasons for non-compliance with a view to providing support where necessary.	Medium	This has been raised with the Heads of Service. The new management arrangements for RTE ILG are in the process of being resolved and in line with the new workforce performance management ILG structure, the detailed improvements will be made. Further, this issue will be highlighted to the Bridgend ILG when it takes over management responsibility for this service.	Chief Operating Officer	Service Group Manager	Oct-20	March 2021 April 2021 August 2021 Now December 2021 Now March 2022 Now August 2022	Part Completed	June 2022 - no further updates this month. Will be a priority for the next meeting.	January 2021. Implication of covid have meant that this has not been able to receive the appropriate management focus - this will be remedied in the next two months. An update will be provided in March 2021. March 2021 Update - Covid 19 has hampered progress in this area. Limited action can be proved to have taken place. An update on progress will be available by the end of April 2021 - this recommendation open and progress will be monitored. May 2021. The Head & Neck Directorate no longer exists and a proposal around how this is handled will be made to Auditors. In the meantime, a check has been made on the arrangements where these services are now held. These issues are monitored via internal ILG processes and then via the Performance Review with the COO. July 2021 Update - In RTE ILG (for ENT), all staff are aware that this is mandatory and so the action is complete. In BILG (for Ophthalmology), ESR is not used and so training is underway, so not yet complete. For MC ILG, this is complete and happening across all areas of the Clinical Service Group. September 2021. Work remains ongoing - date is still December 2021. November 2021 Update - for BILG, ESR training hasn't been rolled out across the whole service yet. With the new management team in place it is anticipated that there will be progress in this area into quarter 4 of 2021 - 2022. February 2022 Update - the ESR training has started and structures have now been correctly aligned to reflect the structure. April 2022 Update - Nothing further at present.	
Head & Neck Management Arrangements 10	Aug-20	Limited	1 Consultant job plans should be reviewed and agreed on an annual basis, with planning discussions commencing in enough time to get the plan signed off ahead of the job plan start period. 2 Where issues are raised in relation to the job plans created, prompt discussions should take place between the individual, the Directorate Manager and Clinical Director to resolve any problems in a timely manner and ensure plans get signed off.	Medium	The management team agree with this recommendation, and the lack of compliance has been as a result of COVID restrictions. The Clinical Director and the Service General Manager will work to complete this work by the end of September 2020.	Chief Operating Officer	Clinical Director/Service General Manager	Sep-20	01/03/2021 August 2021 Now October 2021 Now March 2022 Now June 2022 Now August 2022	Part Completed	June 2022 Update. Final confirmation required - will be chased for the next meeting.	January 2021 Update The CSG Manager and Director are undertaking job planning across their areas. Issues are discussed and agreed as part of CSG normal business - the status has been changed to yellow to reflect this. January 2021. Implication of covid have meant that this has not been able to receive the appropriate management focus - this will be remedied in the next two months. An update will be provided in March 2021. March 2021 Update - As a result of the lack of a Deputy SGM (since at least October 2019) this work has not progressed as fast as would have been liked. The SGM has instigated a process to speed up the process of carrying out job planning, any urgent matters are managed by the SGM and the Clinical Director. May 2021. The Head & Neck Directorate no longer exists and a proposal around how this is handled will be made to Auditors. In the meantime, a check has been made on the arrangements where these services are now held. These issues are monitored via internal ILG processes and then via the Performance Review with the COO. July 2021 Update - In RTE ILG, the aim is to complete plans annually and there has been an improvement with a plan in place. For action 2 this does take place. In BILG, job planning is underway and should be completed by September 2021, so this is almost complete. In MC ILG, this was complete pre-COVID-19. Unfortunately as a consequence of the response, job plans are still fluid and in a state of flux. However, job plans for all specialties of the Clinical Service Group are being planned for September 2021. September 2021. Work remains ongoing - date is still October 2021. November 2021 Update - within OMFS in MC ILG, a new CSG manager and CD have started in post and continue to work through and updating all Job Plan. This is currently slow to progress due to operational demands and reduced CSG support. April 2022 Update - Nothing further to add this month - anticipate that it a response will be ready at the next meeting. November 2021 Update continued - within Ophthalmology, the CSGM, CD and Assistant CD took post in Mid-September. Job planning starts on 19th November with CD and all consultants have a date booked for job planning, aim is to complete the consultant body on 10th December 2021. February 2022 Update - Bridgend ILG. Job plans in Ophthalmology have been held up by a disputed job plan in December that was escalated to the Medical Director, this has now been completed and the remaining consultants and SAS medics will be completed in February 2022. In MC, job planning is still on target to be complete by March 2022 with three undertaken this month and a further four planned for the coming month.	
CAMHS Follow Up Workforce 1.3	Dec-21	Limited	Once all job plans have been brought up to date, the Clinical Service Group should be able to assure itself that the sessions agreed on the job plan are what are actually worked by the consultants.	Medium	The annual job plan review will provide assurance, ensuring sessions agreed reflect the work undertaken.	Chief Operating Officer	Clinical Director	Dec-21	Now September 2022	In progress	June 2022 - Meetings have taken place with Clinical Director and Clinical Leads to get remaining job plans in discussion or due to need review progressed to sign off. A plan for following the CTM UHB user guide to progress timely sign off.	February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022- Due to clinical pressures; vacancies in consultant posts and the gap in CSG Manager progress has been limited. CSG Manager will meet with Clinical Leads and Clinical Director in April 2022 to make a plan to get current job plans uploaded and signed off. Once this is done CSG Manager will work with Clinical Director to put in place annual review of job plan and activity	
Bridgend Transfer of IT 03	Dec-21	Limited	An assessment of the IG resource level in place and the increased workload should be undertaken and the IG team resourced appropriately.	Medium	Decisions taken at the time of the transfer on utilisation of associated funding did not result in increased resources in the IG Team. A benchmarking exercise has been undertaken to assess the level of resources in CTM compared to other similar sized Health Boards and a business case written to seek additional resource. This will be revisited in light of this audit report to address the risk identified. The risk is on the risk register and other opportunities to improve our capacity and capabilities are being taken	Director of Digital	Director of Governance/DPO/SIRO	January 2022/November 2021	Now April 2022	Completed	June 2022 Update - Propose to close. Assesment has been undertaken and a proposed structure has been submitted to the Executive Leadership Group. This structure needs to be considered in the wider organisational constraints. It should be noted that the organisation's DPO has tendered her resignation. The recruitment process has commenced although there will be a minimum 4 week hiatus leaving the organisation with negligible capacity to support its digital transformation agenda. Risk has been escalated and professional concerns by the digital team have been expressed to DDB and are included in papers for discussion with DDC.	January 2022 Update - ICO audit in January 2022 further identified insufficient resource was increasing the likelihood of non compliance with data protection legislation. This follows IA audit of Bridgend IT transfer that made recommendations the IG team needed to be strengthened, with funding coming from the resource that was made available when CTM took on the IG function. A business case to secure the funding has been endorsed by IG group and will be considered as part of the IMTP process. In addition the risk associated with the present levels of IG resource have been included on the organisational risk register. March 2022 Update - The business case for additional IG resource to mitigate the wider risks now described on the corporate risk register will be subject to prioritisation in mid March by the Executive IMTP prioritisation panel.	



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Concerns 1.1	Feb-22	Limited	The concerns policy should be reviewed and updated to accurately reflect the structure, roles, responsibilities and active involvement of the corporate function and the ILGs in respect of the management, investigation and reporting arrangements relating to concerns and complaints.	Medium	Changes will be made to the Concerns Policy and management process in line with the Concerns Improvement project. This will be undertaken via a collaborative process between Corporate and the ILGs and in light of any changes to the Operating Model following the current review.	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Jun-22	Now September 2022	Yellow	In progress	June 2022 - A review of all Policies and associated SOPs has begun and will incorporate the new operating model. Progress on this action has been slow due to the Complaints Manager not being in post and focus on changes to the operating model.	April 2022 Update - On hold until changes to the operating model
Concerns 2.1	Feb-22	Limited	To ensure consistency, a more simplified approach to receiving concerns and complaints into the Health Board should be developed. The Health Board should ensure that relevant and up to date information is available across their respective areas to ensure that it is clear who and how patients, carers and families contact, should they have a concern or complaint to report.	Medium	Review the Health Board website and any other documentation i.e. (posters, leaflets) in respect of how to raise a concern, to ensure there is a single point of access. This will reflect a new process for the management of concerns as per 1.1 above.	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Jun-22	Now September 2022	Yellow	In progress	June 2022 - A single point of entry is available on the Health Board website. However there is PALS telephone numbers for each ILG. This may need to be reviewed following Operational model restructure	April 2022 Update - Single point of access is on website for central concerns team telephone and email address. However there is PALS telephone numbers for each ILG. This may need to be reviewed following Operational model restructure
Concerns 3.2	Feb-22	Limited	Those staff who may have received training previously or are experienced in the role of investigator or quality assurance, should receive 'refresher' training to ensure awareness of current processes and the application of consistent practices across the Health Board.	Medium	This will be picked up as part of the Training Needs Analysis in 3.1b and where relevant, training will be provided as part of the training programme.	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Jun-22		Yellow	In progress	June 2022 - to be picked up as part of 3.1 training programme and training needs analysis.	April 2022 Update - To be developed once training package has been completed
Concerns 3.3	Feb-22	Limited	Records of all training attended in relation to both PTR/Concerns training and Datix Once for Wales Training should be retained.	Medium	Undertake scope on training record management and how this is captured within CTM if it is not retained within ESR. Discussion with ESR team to ascertain whether training records can be included on ESR for Concerns Management training. Discussion with Organisational Development regarding retention of training records and how this links to PADR.	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Feb-22	Now December 2022	Red	Part Completed	June 2022 There is no unified way of recording training if it isn't on ESR. Various different methods in place. Consideration for inclusion in PTR training as part of induction.	3.3a April 2022 Update - Discussions ongoing. further concerns management training records can be stored on ESR. 3.3b April 2022 Update - Email to ESR team to query whether PTR and correspondence in respect of PADRs and training 3.3c April 2022 Update - Email to
Concerns 4.1	Feb-22	Limited	A review should be carried out to establish why Bridgend ILG is closing fewer concerns at an early resolution stage in comparison to the other ILGs. The review should include identifying if there is a link between concerns closed at early resolution stage and concerns re-opened. Any learning identified from the review should be shared across the ILGs and where necessary processes followed should be captured in a Standard Operating Procedure.	Medium	Audit of Complaints Management to be reintroduced looking at all aspects of complaints management. Audit will commence with BILG to address this risk and will then be conducted across the other sites. A programme of on-going audit will be re-introduced.	Director of Corporate Governance/ Board Secretary	Complaints Manager	Apr-22	Now December 2022	Red	In progress	June 2022 Audits will be reinstated when Complaints Manager is in post. Further review will be required once the new operating model is in place and established.	April 2022 Update - Complaints Manager not in post
Concerns 4.2	Feb-22	Limited	4.2a Management should understand why RTE has not been re-categorising early resolution concerns that were not resolved in the timeframe and take appropriate action to resolve and accurately record in Datix. 4.2b To ensure consistency, a Standard Operating Procedure (SOP) should be in place outlining the process for re-categorising concerns, including who is responsible for performing this task. Training should be provided where necessary.	Medium	4.2a As 4.1 above 4.2b Standard Operating procedure to be developed as part of a suite of SOPs outlined in 1.2 above.	Director of Corporate Governance/ Board Secretary	4.2a Complaints Manager 4.2b Interim Head of Concerns, Redress & Legal	Apr-22	Now December 2022	Red	In progress	June 2022 4.1a - Audits will be reinstated when Complaints Manager is in post. Further review will be required once the new operating model is in place and established. 4.1b - A review of all Policies and associated SOPs has begun and will incorporate the new operating model. Progress on this action has been slow due to the Complaints Manager not being in post and focus on changes to the operating model.	4.2a April 2022 Update - Complaints Manager not in post. 4.2b April 2022 Update - On hold until changes to the operating model
Concerns 5.1	Feb-22	Limited	For each concerns investigation undertaken, in the absence of detailed Standing Operating Procedures, the process outlined in the Concerns Policy and Procedure documents should be followed. Comprehensive notes and evidence should be added to Datix in a timely manner to support the process followed, the investigation carried out and the lessons learnt. Where aspects of the policy are not being undertaken at all, it should be established if this is due to staff not being aware of this aspect of the process or if the policy is in fact out of date and in relation to current practices.	Medium	To be included in training programme as per 3.1a and 3.1b above	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Apr-22	Now December 2022	Red	Part Completed	June 2022 A review of all Policies and associated SOPs has begun and will incorporate the new operating model. Progress on this action has been slow due to the Complaints Manager not being in post and focus on changes to the operating model. Training on new policies and SOPs will be included in the training package outlined in 3.1 Audits will be reinstated as outlined in 4.1a when Complaints Manager is in post, this will incorporate any rationale for deviating from policies and SOPs. However, changes to the operating model and centralisation of complaints management should ensure a more unified approach across the organisation.	April 2022 Update - Partially completed in respect of LFERs and Once for Wales CMS. PTR to be completed



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Concerns 6.2	Feb-22	Limited	Evidence should be retained of CSG management's contribution to the quality checking process of review and oversight of the investigation's outcomes and the draft PTR Concerns Response letters prior to their submission to an ILG Director for sign-off.	Medium	Standard Operating procedure to be developed as part of a suite of SOPs outlined in 1.2 above	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Jun-22		Yellow	In progress	June 2022 A review of all Policies and associated SOPs has begun and will incorporate the new operating model. Progress on this action has been slow due to the Complaints Manager not being in post and focus on changes to the operating model.	April 2022 Update - On hold until changes to the operating model
Concerns 6.3	Feb-22	Limited	A process of retrospectively reviewing the quality assurance processes applied in ILG should be introduced at a corporate level to ensure oversight, challenge and facilitate learning.	Medium	To form part of the rolling corporate concerns management audit programme	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Apr-22	Now December 2022	Red	In progress	June 2022 Audits will be reinstated as outlined in 4.1a when Complaints Manager is in post. Changes to the operating model and centralisation of complaints management should ensure a more unified approach across the organisation.	April 2022 Update - Complaints Manager not in post
Concerns 6.4	Feb-22	Limited	All ILGs should ensure that the content of their PTR Concerns Response Letters are empathetic, showing concern and explaining with clarity the outcomes and lessons learned arising from the reported complaint. Letters should be independently reviewed and signed by an ILG Director in a timely manner.	Medium	This recommendation should be achieved following development of SOPs, Training and the QA process.	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	End of June 2022	Now September 2022	Yellow	In progress	June 2022 Standard templates have been devised and approved in early 2021. Audits will be reinstated as outlined in 4.1a when Complaints Manager is in post, this will incorporate any rationale for deviating from standard template. However, changes to the operating model and centralisation of complaints management should ensure a more unified approach across the organisation.	April 2022 Update - On hold until changes to the operating model
Concerns 7.1	Feb-22	Limited	Clarity should be sought, and information documented with a SOP as to when a case should be closed on Datix and the circumstances for when it can be re-opened. To avoid any confusion, information contained in a SOP and the Concerns Policy should align.	Medium	To be included in the development of SOPs as per 1.2 above	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Apr-22	Now September 2022	Yellow	In progress	June 2022 A review of all Policies and associated SOPs has begun and will incorporate the new operating model. Progress on this action has been slow due to the Complaints Manager not being in post and focus on changes to the operating model.	April 2022 Update - On hold until changes to the operating model
Concerns 7.2	Feb-22	Limited	Prior to closing concerns at early resolution stage, some form of quality assurance process should be followed that ensures all aspects of the concern raised by the complainant have been adequately addressed, thus preventing the case being potentially re-opened at a later date. This process should be documented.	Medium	To be included in the development of SOPs and training as per 1.2, 3.1a and 3.1b above	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Jun-22	Now September 2022	Yellow	In progress	June 2022 A review of all Policies and associated SOPs has begun and will incorporate the new operating model. Progress on this action has been slow due to the Complaints Manager not being in post and focus on changes to the operating model. Rationale for reopening of complaints is sparse on Datix, however, this will be regularly monitored. When the new triage process is implemented, with a view to increasing early resolutions and decreasing formal complaints, a balancing measure will be the number of early resolutions moving onto formal complaints. This will be incorporated into the rolling audit programme.	April 2022 Update - On hold until changes to the operating model
Concerns 7.3	Feb-22	Limited	Where cases are re-opened the relevant CSG management team and ILG Head of Quality & Safety should be made aware of the re-opening and the reasons why.	Medium	Weekly report to be provided to the CSG teams and ILG Heads of Quality and Safety for review and monitoring on a routine basis.	Director of Corporate Governance/ Board Secretary	Datix Manager	Feb-22		Green	Completed	June 2022 Weekly report provided by Datix team and is monitored via ILGs and Executive Q&S meeting	April 2022 Update - Awaiting update



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Concerns 8.1	Feb-22	Limited	In relation to aged open concerns, it should be ensured comprehensive Datix records are maintained including recording the reason / justification for why the case has remained open and that relevant management are aware of it remaining open.	Medium	Process already in place which includes dashboards, and is monitored via Patient Safety Executive Meeting. The importance of recording regular updates on Datix will be included as part of 3.1a training programme.	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Apr-22	Now December 2022	Red	Part Completed	June 2022 Process already in place which includes dashboards, and is monitored via Patient Safety Executive Meeting. The importance of recording regular updates on Datix will be included as part of 3.1a training programme.	April 2022 Update - Partially completed in respect of LFERs and Once for Wales CMS. PTR to be completed
Concerns 8.2	Feb-22	Limited	Where cases remain open beyond 30 days, ongoing progress contact should be maintained with the complainant and evidence of this retained within Datix.	Medium	Will be addressed in the development of the SOPs as per 1.2 and included as part of the training programme as per 3.1a.	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Apr-22	Now September 2022	Yellow	In progress	June 2022 4A review of all Policies and associated SOPs has begun and will incorporate the new operating model. Progress on this action has been slow due to the Complaints Manager not being in post and focus on changes to the operating model. Completion of Datix will be incorporated into the training package.	April 2022 Update - On hold until changes to the operating model
Concerns 9.2	Feb-22	Limited	The 'Shared Listening and Learning Forum' meetings should be held on a regular basis and be appropriately attended by ILG and Corporate staff if they are to be an effective platform for learning to take place.	Medium	The Listening and Learning forum Terms of Reference have been reviewed and the membership will be expanded to include more clinical and multi-disciplinary representation. The forum will also be held as an 'open forum' from Feb 2022 rather than by invitation only as previously.	Director of Corporate Governance/ Board Secretary	Joint Chairs of Listening & Learning Forum	Feb-22		Green	Completed	June 2022 The Shared Listening and Learning Forum TOR have been reviewed and meets frequently. This will be strengthened further by a Learning from Events day which is planned for July 2022, whereby top themes will be discussed with shared learning from past incidents/complaints. This will be an open forum with a teams link shared across the organisation allowing staff to join lectures specific to their area.	April 2022 Update - Terms of Reference reviewed
Concerns 10.1	Feb-22	Limited	CSGs and ILGs should be able to demonstrate through meeting minutes or action notes the level of scrutiny that takes place in relation to concerns data to ensure inactivity is challenged, progress is made, and management are fully sighted on the issues in their area of responsibility.	Medium	10.1a Monthly performance meetings with the ILGs and CGS to continue. 10.1b CSG scrutiny panel to continue. 10.1c Weekly assurance meetings with the CSGs to continue. 10.1d Development of a standard agenda template and standard concerns management template with KPI to ensure consistent scrutiny across all ILGs. 10.1e Director of Corporate Governance to attend ILG Performance Meetings for the purpose of seeking assurance on concerns data.	Director of Corporate Governance/ Board Secretary	ILG Heads of Quality & Safety	Immediately	Now December 2022	Red	Part Completed	June 2022 10.1a/10.1b/10.1c - Detailed reports are provided by the Datix team and these are used to monitor performance across ILGs and CSG. Monitoring will have a more uniform approach once changes are made to the operating model. 10.1d - Standardisation of Governance process and various care group specific committees/groups will be undertaken when the new operating model is implemented. 10.1e - The Director of Corporate Governance has held various ad hoc meetings with ILGs, in particular in relation to Learning from Events. The Assistant Director of Concerns & Claims attends a weekly meeting whereby Complaints monitoring and management is discussed along with 30 wk day compliance. Lessons are shared across the 3 ILGs	10.1a/10.1b/10.1c April 2022 Update - Performance meetings continue across the ILGs and CSGs. These include review of complaints management, 30 wk day compliance and learning. These may become more standardised when the operational model is reviewed and changed. 10.1d April 2022 Update - This will be developed following review of the Operating model. 10.1e April 2022 Update - The Director of Corporate Governance has held various ad hoc meetings with ILGs, in particular in relation to Learning from Events. The Assistant Director of Concerns & Claims attends a weekly meeting whereby Complaints monitoring and management is discussed along with 30 wk day compliance. Lessons are shared across the 3 ILGs
Fire Safety Management 4.1	Feb-22	Limited	Management should develop an appropriate medium-term strategy to demonstrate co-ordination of efforts in managing the fire risk.	Medium	The Health Board will develop a medium term strategy for fire safety across its sites.	Director for People	Head of Health, Safety and Fire Head of Capital and Estates ILG Director of Operations	Mar-23		Yellow			April 2022 Update - Work ongoing



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Fire Safety Management 11.1	Feb-22	Limited	Management should confirm an appropriate timeline to update drawings in respect of compartmentation for all sites.	Medium	Capital and Estates Governance Board will action and provide assurances to the Health, Safety and Fire Sub Committee	Director for People	Head of Capital & Estates	Jun-22			In progress		April 2022 Update - Work ongoing by the Capital and Estates Team
Fire Safety Management 12.1	Feb-22	Limited	Management should confirm a process of review of local procedures in respect of each high-risk action addressed.	Medium	Capital and Estates Governance Board will action and provide assurances to the Health, Safety and Fire Sub Committee	Director for People	Head of Capital and Estates	Jun-22			In progress		April 2022 Update - Work ongoing by the Capital and Estates Team. Current Procedure to be reviewed and revised where necessary.
Concerns 5.2	Feb-22	Limited	Where there is a potential data breach, the necessary Datix Incident Forms should be completed and the Information Governance Manager notified promptly.	Low	To be included in training programme as per 3.1a and 3.1b above	Director of Corporate Governance/ Board Secretary	Interim Head of Concerns, Redress & Legal	Apr-22			Completed	June 2022 Update - New PTR Training package in process of being developed, in conjunction with the new Incident framework. Elements of training have already been undertaken in respect of LFERs and Once for Wales CMS. Weekly LFER drop in training sessions have been underway for the past 6 weeks, which will assist staff with completion of LFERs. IG training programme in place with good attendance that covers importance of use of Datix for all incidents including potential data breaches.	April 2022 Update - Partially completed in respect of LFERs and Once for Wales CMS. PTR to be completed
Fire Safety Management 8.1	Feb-22	Limited	Management will confirm that GAP analysis has been concluded to ensure comprehensive appliance checks.	Low	Capital and Estates Governance Board will action and provide assurances to the Health, Safety and Fire Sub Committee	Director for People	Head of Capital & Estates	Mar-22	Now May 2022		In progress		April 2022 Update - A report outlining the measures the Health Board has in place in relation to electrical safety compliance is to be submitted by the capital and Estates Team to the next Health, Safety and Fire Sub Committee.
Nurse Agency Usage 01	Apr-20	Reasonable	1. Clarity should be provided as to whether the Staff Bank Policy Induction Checklist (Appendix C) should be completed or the more recently revised 'Ward induction checklist for bank and agency workers'. 2. Ward Managers / the Nurse in Charge should be reminded of the importance to complete the induction checklist to ensure that new agency nurses are appropriately orientated and provided with relevant health and safety overview of the ward they are due to work on.	High	Induction check list to be reviewed and agreed by Heads of Nursing. Ward Managers & Senior Nurses to receive updated check list that must be completed for all new Bank and agency nurses. Updated Bank/Agency Nurse Induction Checklist to be included into the revised Staff Bank policy.	Director for People	Head of Corporate Nursing	March 2020/April 2020/August 2020	February 2021 June 2021 Now September 2021 Now December 2021 Now April 2022 Now July 2022 Now August 2022		In progress	June 22 update - The policy has been updated and is progressing through the approval process	November 2020 Update - The Bank Policy is being updated during December 2020/January 2021. The updated policy will consist of a review and update of all the bank and agency forms. January 2021 update - Policy has been completed and is awaiting review by policy sub groups. APRIL 2021: Amendments came back via policy infrastructure, which will be incorporated into the policy draft for approval. This will be taken through the Health Board's policy group by Jun-21. Revised implementation date provided. July 2021 Update - Policy development group has been difficult to complete due to the pandemic and poor attendance at meetings to make them quorate. The policy is still under review in conjunction with the union representation, but has been completed. It needs a final review with the group before being sent to the policy group for ratification. The revised date for policy being live will slip to September. Sept 21 update: Due to inability to get interested parties to agree on the final policy, alongside the cancellation of the last 2 meetings for not being quorate, the policy has not progressed further. The policy is awaiting agreement in partnership to progress to policy group. November 2021 Update - Draft Staff Bank Policy scheduled for Policy Review Group on 18th November 2021. January 2022 Update - Policy sent to policy group for ratification. Apr 2022 - The policy was sent through the ratification route. Comments on the content were made post the policy review group meeting. These comments have been taken away and are actively being worked upon by the Deputy Director of Nursing & the Staff Bank Manager. The Policy will then be resubmitted to the policy group in May, if approved this will then progress to the LPF and be signed off for use in the UHB.



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Nurse Agency Usage 02	Apr-20	Reasonable	1. The Bank / Agency Nurse Quality Monitoring Form should be reviewed to ensure it is fit for purpose and provides a suitable means for the routine monitoring of the quality of work provided by agency staff. 2. Ward Managers should be reminded of the need to complete the quality monitoring form and returning it to the Bank office as a means of formally evaluating the performance of agency nurses and aiding and informing any future acceptance or rejection of potential agency nurses in the event of query or concern. 3. The Clinical Incident Reporting for Agency Staff flowchart and the Staff Bank Policy should be reviewed to ensure consistent guidance for managing and monitoring issues relating to the quality of service provided by agency staff. If the flowchart is the Health Boards preferred approach, all Ward Managers should be made aware that in line with the agreed flowchart, incidents are appropriately and consistently recorded on DATIX to allow effective monitoring. 4. Attempts to cross-reference patient experience data and agency usage data should take place with a view to identifying trends. Outcomes should be reported to Heads of Department within the Head & Neck Directorate should be reminded of the requirement to complete and maintain an inventory of non-capital assets in line with Financial Control Procedure 11, where applicable.	High	Revised Clinical Incident Reporting flowchart to be placed into the Staff Bank Policy. Bank / Agency Nurse Quality Monitoring Form will be reviewed to ensure it is fit for purpose and amendments made for updated policy in August 2020. The cross-referencing of patient experience and agency use data is something that we will look into. In the first instance we will need to see if data in relation to patient experience can be obtained from colleagues in the Health Board and we will look to see if meaningful reports can be produced. In the mean-time we will continue to review specific concerns that have been raised via our routine processes.	Director for People	Head of Corporate Nursing	Aug-20	October 2020 February 2021 June 2021 Now September 2021 Now December 2021 Now April 2022 Now July 2022 Now August 2022		In progress	June 22 update – The policy has been updated and is progressing through the approval process	July 2020 Update - The policy will be written in September 2020, which will coincide with the change in recruitment processes for staff bank workers. Roll out and publication of the policy will be completed by end of October 2020. November 2020 Update - The Bank Policy is being updated during December 2020/January 2021. The updated policy will consist of a review and update of all the bank and agency forms. July 2020 Update - Due to outbreak of covid-19 and consequent pressure on staff bank to recruit additional bank workers to support existing and new HB services has meant a delay in starting this policy. January 2021 Update - No further change/update. APRIL 2021: See above for policy amendments. Remaining recommendations delayed due to the pandemic but will be taken forward in the same timeframe as the policy approval. Revised implementation date provided. July 2021 Update - Policy development group has been difficult to complete due to the pandemic and poor attendance at meetings to make them quorate. The policy is still under review in conjunction with the union representation, but has been completed. It needs a final review with the group before being sent to the policy group for ratification. The revised date for policy being live will slip to September. Sept 2021 update: Due to inability to get interested parties to agree on the final policy, alongside the cancellation of the last 2 meetings for not being quorate, the policy has not progressed further. The policy is awaiting agreement in partnership to progress to policy group. November 2021 Update - No further update provided. January 2022 Update - Policy sent to policy group for ratification. Apr 2022 - The policy was sent through the ratification route. Comments on the content were made post the policy review group meeting. These comments have been taken away and are actively being worked upon by the Deputy Director of Nursing & the Staff Bank Manager. The Policy will then be resubmitted to the policy group in May, if approved this will then progress to the LPF and be signed off for use in the UHB.
Head and Neck Compliance 02	Aug-20	Reasonable	An inventory of non-capital assets should be developed for each department within the directorate, detailing their assets, which fit under the definition of inventory as detailed within the Financial Control Procedure.	High	Action will be: • The Heads of Service who did not complete the inventories will be contacted individually and required by the Service Group Manager to ensure that they understand the importance of this issue and asked to produce a compliant inventory by the end of September 2020. • Issue will be raised in the CSG Governance meeting and an email sent to all senior staff in the Directorate (from band 7 up) outlining the paramount importance of this issue.	Chief Operating Officer	Service Group Manager	Oct-20	March 2021 May 2021 Now December 2021 Now March 2022 Now June 2022		Part Completed	June 2022 - nothing further to add this month, will be pursued for August 2022.	January 2021. Implication of covid have meant that this has not been able to receive the appropriate management focus - this will be remedied in the next two months. Following the changes to the structure connected with the RTE ILG, discussion is ongoing with the new Associate Service Group Director to decide an agreed way to take this matter forward. March 2021 - Management actions have been stalled by the demands of covid 19 but remain valid. The Ophthalmology aspect of Head & Neck Service has moved to the Bridgend ILG and will join the ILG's arrangements. The Head and Neck Directorate no longer exists, and so consideration will be given by the next meeting to how to explain this to auditors and propose a change in the management actions. For reassurance in the meantime, CSGs now managing these specialities have been contacted and though actions are sometimes slow as a result of covid 19 implications, the services are being subsumed into new arrangements in each ILG. The actions recommended are usually monitored locally by the CSG meeting with the ILG and then at ILG Performance Review Meetings with the COO. Within RTE, staff have been communicated with recently with a requirement to address this recommendation and in Bridgend the matter is being subsumed into existing management arrangements. July 2021 Update - For RTE ILG (ENT) more work needed here - though likely to be small numbers. Remains red. For Bridgend ILG (Ophthalmology), all staff aware that this should be completed. No response from MC ILG. For MC (OMFS), colleagues are aware that this should happen and are in the process of undertaking an inventory of each surgery that they work in. September 2021 Update. Target date remains December 2021. Work remains ongoing here. November 2021 Update - work remains ongoing and the implementation date remains March 2022. February 2022 Update - nothing further to report. All ILGs have reported minimal progress in this area as a consequence of staffing and operational pressures. In M&C, the Unit Manager has been asked for progress and to link with Procurement colleagues to assess if this will make the establishment of a register possible. April 2022 Update - Nothing further to add this month - anticipate that a response will be ready at the next meeting.
Directorate Review Acute Medicine & A&E 13	Aug-20	Reasonable	An inventory of non-capital assets should be developed for each department within the directorate, detailing their assets, which fit under the definition of inventory as detailed within the Financial Control Procedure.	High	It is accepted that this area needs attention and this will need to be prioritised by the CSG general managers during 2020-21 once supporting staffing structures are in place.	Chief Operating Officer	General Manager	Apr-21	01/05/2021 August 2021/April 2022 Now September 2022		In progress	June 2022 Update - target remains September 2022, though this will be difficult given the amount of detailed work that will be required within existing staffing profiles.	RTE ILG January 2021 Update - action has been delayed due to the COVID pandemic and this area will need to be addressed in 2021-22. March 2021 Update - This will be an area for focus in the future - further action will be completed asap. May 2021. A check has been made across the old Cwm Taf Directorates and a review has been taken on this issue. This does remain a key risk - and both MC and RTE recognise that it will take time to be complete. The CSG Manager in MC has recently sent out information to staff and anticipates an earlier resolution than RTE but it is recognised in both areas. July 2021 Update - no change for RTE and MC ILGs at present however this remains on the agenda. September 2021 Update. No change to report, the target date remains April 2022. November 2021 Update - Target date is April 2022 - nothing further to report. February 2022 Update - the Directorate at MC has established a link with Procurement colleagues to work on this. In RTE, the pressure of work means that there is no update yet and no further action taken. April 2022 Update - Further improvement in MC - the process has started and the anticipated completion is September 2022.
PCH Redevelopment Governance Audit 03	Apr-21	Reasonable	Appropriate arrangements will be made to ensure that vacancies identified within the resource schedule are filled as a matter of priority (0).	High	Agreed. All of the appointments for additional resources are progressing and the Senior Responsible Officer has confirmed that all are permanent positions (Noting that the appointments are for a 5.5 year construction programme and employment rights become permanent due to this duration). Responsibility for the appointments rests with departmental heads to progress these positions with assistance from the Major Projects Unit.	Director of Finance	Deputy Senior Responsible Officer	Mar-21	01/08/2021 Now November 2021 Now May 2022 Now August 2022		In progress	June 2022 Update - In light of inability to attract interest in the post, dialogue is to be undertaken with Welsh Government to request that the funding be used to appoint Band 3 nurses to release the Senior Infection Prevention Control Nurse to the project. In the meanwhile, the project is being covered by the Deputy Lead Infection Prevention Control Nurse and Decontamination Officer.	May 2021 Update - One Commissioning Officer in post. 2 Estates posts addressed; Offer made and being processed for Informatics Officer and additional hours granted to part time Officer. Discussion held with IPC regarding need to advertise for post. Agreement obtained from NWSSP Audit (E-Jones) that Implementation Date becomes end of July due to new RO in post. July 2021 Update - Arrangements in place to resource the project requirements. October 2021 - Follow up report received which identified that this recommendation was Partially Implemented. Requirements as specified at the Full Business Case for Phase 2 are currently being reviewed for adequacy. A number of posts have been filled with only two posts remaining - having not been filled following advertisement. November 2021 - Of the two posts that remained to be filled, the Estates Officer post has been awarded and is awaiting confirmation of a start date from the appointee. The IPC post has been advertised twice with no applicants showing interest. The grading of the post is being reviewed. February 2022 update - The remaining Estates Officer will be in post by the end of February 2022. The IPC post is currently being re-advertised one more time at Band 7. If there are no suitable applicants, advertising at a Band 6 will be considered to attract a different profile of candidate. April 2022 Update - The Estates Officer appointment is in post. The IPC post has had no applicants when advertised twice. The job description is being revised before being advertised again. In the meantime, the project is being covered by the Deputy Lead Infection Prevention Control Nurse and Decontamination Officer.
Welsh Language Standards Compliance 04	Oct-21	Reasonable	4.1) Management should review and enhance the reporting and monitoring structures which are currently in place and implement a robust system which provides assurance both to senior management but also provides feedback to the departments and ILGS responsible for implementing Standards. In order to implement this management should consider: • Setting up local Welsh Language Standards working groups within the departments and ILGs which are attended by the key leads from those areas and the Welsh Language Manager, thus allowing localised progress to be given on the status of the action plans and relevant support. • These groups could feed into an overall Welsh Language Group, whose membership should consist of relevant staff from Workforce & Organisational Development along with other areas across the Health Board along with representatives from the local working groups and the Welsh Language Manager. Findings and best practice from ward audits should be shared at this group. • Regular updates against the Standards should be provided to Board, via the People and Culture Committee who are responsible for this	High	4.1) The Welsh Language Manager will engage with the ILG SMTs, to determine the feasibility and benefits of establishing local ILG Welsh Language Working Groups and how these would be managed and supported by the Welsh Language Manager. Reporting and monitoring of progress will be strengthened by the requirement for regular compliance reporting, from the nominated Senior ILG leads to the Welsh Language Working Group. The reporting will be further enhanced by having a standard agenda item of "sharing examples of good practice" to assist achievement of compliance in other areas. This information will be provided to the nominated senior ILG lead by the network of ward Welsh Language Champions. The People and Culture Committee when developing its cycle of business for 2022 will incorporate Welsh Language Standards Compliance updates, to be presented and report twice yearly, to provide assurance to the Board.	Director for People	Welsh Language Group Manager/Assistant Director of Workforce/ILG Leads	Oct-21	Now December 2021 Now March 2022 Now May 2022 Now August 2022		In progress	June 2022 4.1) The Welsh Language Steering Group arranged for the 17 March 2022 was postponed. The meeting is in the process of being rescheduled. The Welsh Language Services Manager has met with 7 service areas with a further 8 scheduled during May and June to set departmental/service level action plans, and has been invited to RTE ILG governance and business meeting and Senior Nurse Professional Forum in June to progress this work further. The Welsh Language Annual Report is currently being developed and will be presented to the People and Culture Committee in August 2022, prior to being published in September 2022. Welsh Language Standards are now built into People and Culture Committee cycle of business.	November 2021 Update - A new Welsh Language Committee will meet for the first time in December 2021. Senior leadership will be made aware of their responsibilities in this meeting. Action plans will be distributed and returned to the Welsh Language Manager. Highlight reports and good practice will be shared with the Committee. Formal monitoring and reporting will be via the new Welsh Language Committee to the People and Culture Committee. The first report will be submitted by March 2022 which will co-incide with the writing of the Welsh Language Standards Annual Report. Update Jan 2022 - (4.1) The first meeting of Health Board's Welsh Language Committee was unable to meet in December 2021, due to COVID-19 Service and staff pressures. The meeting has been rescheduled for 17 March 2022. The WL Manager contacted senior ILG leads in February and met Bridgend ILG 1.2) A new action plan template document has been created will be dated and version controlled to allow progress to be mapped .



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CAMHS Follow Up Governance & Risk 5.1	Dec-21	Reasonable	A definitive list of all CAMHS policies should be generated and an action plan developed for reviewing and updating them, to ensure consistency across the localities and relevance and alignment to current legislation and expected working practices.	High	A comprehensive single list of policies will be finalised with the Governance team, ensuring there is clarity between existing policies & SOPs by December 2021. The Corporate Governance team will work with CAMHS to assist with the update of policies.	Chief Operating Officer	Lead Nurse	Dec-21	Now June 2022 Now August 2022		In progress	June 2022 Update - CSG and Head of Nursing have met and discussed approach. Each LMT has been requested to update current policies and database established. Progress has been made with documents drafted. This will be discussed at Senior Nurse meeting on 14th June with an outline of timescales.	February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022 - Due to changes in nursing structure and gap in CSG Manager the progress on this action has been delayed. Head of Nursing and CSG Manager will meet in April 2022 to review actions outstanding and make a plan to address the review and publication of policies
CAMHS Follow Up Governance & Risk 5.2	Dec-21	Reasonable	Once updated, the policies should be made accessible to relevant staff and have dates for future review and individuals / post holders named who are responsible for such reviews.	High	Updated CAMHS policies will be shared with Corporate Policy Group for ratification & then uploaded to CTM intranet with a review date included, as per standard Health Board process.	Chief Operating Officer	Lead Nurse	Apr-22	Now June 2022 Now August 2022		In progress	June 2022 - CSG and Head of Nursing have met and discussed approach. Each LMT has been requested to update current policies and database established. Progress has been made with documents drafted. This will be discussed at Senior Nurse meeting on 14th June with an outline of timescales.	February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022 - Due to changes in nursing structure and gap in CSG Manager the progress on this action has been delayed. Head of Nursing and CSG Manager will meet in April 2022 to review actions outstanding and make a plan to address the review and publication of policies
CHC and FNC 8.0	Feb-22	Reasonable	formalised reporting structure should be put in place that allows the monitoring and scrutiny of CHC data to take place at varying levels within the Health Board, and to facilitate management in being able to make informed decisions around the delivery of the service and care packages provided.	High	CURRENT REPORTING MECHANISMS <ul style="list-style-type: none"> In light of the current review of the Health Board's operating model, it is agreed that CHC reporting and monitoring will be included as part of this review and will incorporate any reporting management tool identified by Welsh Government in the new framework. Prior to the review of the operating model, CHC / FNC will be a standing agenda item on monthly Community Service Group performance meeting agendas. Reporting to Health Board Quality and Safety Committee and Planning, Performance and Finance Committee will commence. 	Chief Operating Officer	Lead Nurse for CHC and NHS Funded Care	May-22	Now July 2022		In progress	June 2022 Update. This is subject to ongoing development with a pivot table being worked on. Ongoing work to consider how this will be cascaded in new operating model alongside Finance.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
Innovation & Improvement 07b	Apr-22	Reasonable	Project Managers should ensure that PIDs are updated with their approval status as soon as they are approved / signed-off.	High	Agreed. PIDs will be amended to reflect 7.1 and will be covered as part of the agenda for the team workshop on 25th Feb 2022 where the new process will be communicated. Adherence will be mandatory.	Director of Nursing	Head of Change Hub / PMO	Mar-22			Completed	June Update: Implemented - PID's amended to include appropriate configuration management and approval status.	
Overtime & Additional Hours 5.0	May-22	Reasonable	The functionality available in Health Roster to monitor compliance with the various Working Time Regulations requirements should be used to ensure staff are not in breach of regulations. For those areas not using Health Roster, managers should routinely monitor the hours and working patterns of staff to ensure they are not in breach of WTRs. To do this effectively, they should be aware which staff have opted out of the WTRs and therefore know the upper limit of hours to be worked in a week.	High	The UHB will turn on the Health Roster functionality to block book bank / agency workers to work any non-WTR compliant shifts. The revised Overtime Policy will set out the line manager's responsibility to routinely monitor the hours and working patterns of their staff, to ensure compliance with WTRs, when Health Roster is not used. The Policy will also require the manager to check whether their staff who regularly work overtime have completed a WTR Opt-Out Form. The Overtime Policy will be cross referenced with the WTR Policy	Director for People	Head of Workforce Productivity and eSystems Assistant Director of Policy, Governance and Compliance	July 2022 November 2022			In progress		



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IT Systems 01	Feb-19	Reasonable	The organisation should develop an overarching BCP / DR process. This should consider all the systems and use a business impact analysis to prioritise the systems for recovery. The business (Directorates / Departments) should be involved in the process and should be consulted in order to define appropriate RTO / RPOs.	Medium	The organisation will look to develop an overall BCP/DR plan for ICT services. This would require senior management within ICT and the Civil Contingencies Manager to drive this with the co-operation of the various stakeholders within the Health Board. This should be overseen by the Digital Strategy Group. July 2019 Update: Quotes for two suppliers were solicited and the lower cost supplier has recently been retained to assist with this activity. A detailed plan will be forthcoming once the supplier is on site. We currently estimate to complete this action in October.	Director of Digital	Assistant Director of ICT	Apr-19	March 2020 December 2020 July 2021 Now December 2021 Now Summer 2022	In progress	June 2022 Update - Interim Head of Systems is now leading this activity. Agreement to complete 1x critical systems per week minimum to ensure this is completed within the next 6 months	October 2019 Update - Senior management are in discussions around BCP/DR plans relating to infrastructure and ICT service affecting systems. Incident process flow diagrams are being drafted to provide visibility on the work flow when an incident occurs. This will be reviewed and completed in readiness for DHSSG. June 2020 Update - No Further Progress - Revised completion date of December 2020. August 2020 Update: Distaster Recovery plans have been created for infrastructure services such as DHCP services, on site mail exchange services and file storage. Initial work has commenced between ICT governance and the Head of Systems to address clinical systems planning. A template has been produced and is to be agreed for all DR plans. The new Cito system has produced a comprehensive DR and BC plans. November 2020 Update - No further progress made since the August update. January 2021 - Progress made in terms of getting individual system recovery plans produced, DHCP, Hyper-V, CITO, all underway or complete. No Overarching plan as yet, and BIA to be defined in readiness for NISD giving us which order the applications would need to be recovered in March 2021 - Ongoing. Documents for File services, Kaspersky and Solarwinds now also complete with overarching document started. Regular meetings booked for various technology applications. May 2021 - the member of the Cyber Security team responsible for this work has not been available for over a month which has led to no progress being made. The member of staff is set to return in the second week of May 2021. July 2021 Update - Work has recommenced since return. Solarwinds document ready for review, Pathology at PCH has also been started. In addition a service catalogue template has been developed using SharePoint online which will provide the Health Board one place where ICT systems and software details can be found. This will also assist in providing information required by NHS Wales Cyber Security Unit (CRU) as part of the NIS Regulations. September 2021 - A number of documents are complete, overarching to pull them together will be done once a full list is complete. November 2021 - No further update provided. January 2022 Update - More documents have been completed and we are now over 50% complete for systems and infrastructure. April 2022 - In light of the increased Cyber Threat, department plans are being reviewed further.	
IT Systems 02	Feb-19	Reasonable	As part of the review process for DR plans, the identified weaknesses should be addressed, with up to date configurations included, along with all relevant contact names and numbers. The plans should also consider the RTO / RPO needed by the user departments and instructions should be complete. Hard copies of the plans should be stored so they are accessible in the event of network loss.	Medium	Management Response: ICT will address the identified weaknesses including contact details and the availability of hardcopy. In addition, ICT will consult with the department regarding their RTO / RPO requirements which will be factored into the updated DR plans.	Director of Digital	Assistant Director of ICT	Apr-19	January 2020 December 2020 December 2021 Now March 2023	In progress	June 2022 Update - Interim Head of Systems is now leading this activity. Agreement to complete 1x critical systems per week minimum to ensure this is completed within the next 6 months	July 2019 Update: This will be part of the review process in Finding 1. October 2019 update - Senior management are reviewing contact names and numbers so they are located on hard copy and digital copy in the event of a major incident. Departments are being communicated with Civil Contingency in terms of user based advice and training in the event of their own DR plans in accordance to ICT service delivery. June 2020 Update - No further progress - revised completion date of December 2020. August 2020 Update - Work is progressing as per response for IT01. November 2020 Update - No further progress made since the August update. January 2021 - Weaknesses are being noted and also addressed as we find them during this process. As an example, we've recently found DHCP service didn't have certain IP Ranges available in High Availability, so changes have been raised to rectify. Instead of Hard Copies, our plan is to host on Secure Data Vault which we would use in event of DR. March 2021 - Further issues found during production of solarwinds DR document. A number of devices missing from Solarwinds, now added and monitoring enabled for them. SPOF also identified. May 2021 - Although the member of the Cyber Security team has not been available (as stated in IT01), progress has been made on infrastructure systems. A meeting has taken place with Systems Managers responsible for the Pathology system and progress is being made in this area. July 2021 Update - Work has recommenced since return. Solarwinds document ready for review, Pathology at PCH has also been started. In addition a service catalogue template has been developed using SharePoint online which will provide the Health Board one place where ICT systems and software details can be found. This will also assist in providing information required by NHS Wales Cyber Security Unit (CRU) as part of the NIS Regulations. September 2021 - As per previous updates, any issues identified during the creation of the documents are rectified or a plan put in place to do so. November 2021 - No further update provided. January 2022 Update - As per the above, documentation and rectification is continuing as resources allow. April 2022 - Work ongoing in alignment with completion by March 2023	
IT Systems 03	Feb-19	Reasonable	As part of the process for reviewing IT DR plans, contact should be made with departments to ask them to establish their required RTO (the time for which they could acceptably work without the IT service being considered). This process should then push departments into developing their own plans for service provision without IT. The plans should consider varying scenarios covering lengths of outage. e.g. 1hr, 4hr, 1day etc. and also the different aspects of IT e.g. network loss, system loss etc.	Medium	Management Response: The Civil Contingencies Manager to review the BC plans within each Department and put mitigations in place as required, addressing the varying scenarios as recommended.	Director of Digital	Assistant Director of ICT	Apr-19	April 2020 December 2021 Now Summer 2022	In progress	June 2022 Update - Interim Head of Systems is now leading this activity. Agreement to complete 1x critical systems per week minimum to ensure this is completed within the next 6 months	July 2019 Update: ICT, NWSIS and the Civil Contingencies Manager ran a half day major incident scenario on 24 June. NWSIS are going to provide feedback on the our response which we will use to update the DR plans. Engagement with departments will start in September. Note that the recent loss of a national datacentre has also tested our resilience and the learning from this event will be included in the revised DR plans. October 2019 update - Civil Contingencies Manager has advised that he has asked all Directorates to produce their ICT recovery plans with some Directorates asking for further advice. No completed plans have been received to date. ICT are working with Civil Contingency on meeting with departments to undertake an exercise around their DR plans and to raise awareness on what services ICT deliver in the event of a disaster. June 2020 Update - Due to the current COVID-19 outbreak focus has been placed elsewhere. Within the Datacentres ICT have now had implemented a resilient third room based at PCH to provide resilience for major systems. This is at the PCH Switchroom which although is on the ground floor at PCH it is in a different fire zone to the main datacentre at PCH. Revised completion date of December 2020. August 2020 Update - Work is progressing as described in IT01. November 2020 Update - No further progress made since the August 2020 update. January 2021 - This is being included in each systems DR plan, and will be collated once we have a list list. March 2021 - no further update. May 2021 - no progress has been carried out on this recommendation. July 2021 Update - no update. RTO will be established with the departments and can then be tested against once documents are complete. September 2021 - No further update. November 2021 - No further update provided. February 2022 Update - The Director of Digital will review all outstanding audit actions to validate the progress made and that the management response is still fit for purpose given the length of elapsed time that has taken place. Any proposed changes to the management response will be discussed in a meeting with the Internal Audit Lead on the 15th March and be brought back to the Audit & Risk Committee thereafter for approval. April 2022 - This action is being completed in alignment with IT Systems 01 and will be remedied in the next two months. An update will be provided in March 2021. March 2021 Update - A test site was set up in March 2020 and the process of reviewing all policies started in June 2020 led by Dr Ally Yates. The appointment of the Head of Radiography post will take place imminently and this will aid implementation. A plan outlining expected completion dates will be worked on by the meeting in June 2021. Covid-19 has meant that this process has lost momentum. May 2021 Update - A test site was set up in March 2020 and the process of reviewing all policies started in June 2020 led by Dr Ally Yates. The appointment of the Head of Radiography post will take place imminently and this will aid implementation - this post is going out for advertisement in July 21. A plan outlining expected completion dates will be worked on by the meeting in July 2021. Covid-19 has meant that this process has lost momentum. July 2021 Update - Process underway to update and amalgamate all policies from two distinctive ones to a whole HB approach, with the potential for some local discretion. Regarding updated policies, yes all updated policies will be available on Sharepoint. In addition POW have developed an app for use by SpRs with all policies and help available on their mobile phones. Pilot in POW due to start with August new intake and expect to roll out for next rotation. September 2021 Update. Nothing further to add - target date remains December 2021. November 2021 Update - as a consequence of staff sickness there will be no update this quarter - it will be available for the next meeting. February 2022 Update - as a consequence of staff sickness there will be no update this quarter - it will be available for the next meeting. April 2022 Update - Nothing further to report for this meeting. Issue will be chased up in the coming month.	
Directorate Review Radiology Management Arrangements 02	Jul-19	Reasonable	All Radiology specific policies and procedures should be documented in a central record and assigned an 'owner' responsible for ensuring their assigned policies and procedures are maintained up to date. All directorate specific policies and procedures should be made available to all directorate staff via SharePoint.	Medium	Currently moving forward with a new SharePoint site for Radiology - linking with Karl Carpenter (Digital Services Manager) and maintenance of this will be part of the remit of a Superintendent Radiographer post currently being advertised within the Health Board.	Chief Operating Officer	Directorate Manager	Dec-19	October 2020 June 2021 August 2021 Now December 2021 Now September 2022	In progress	June 2022 Update - New senior management support in the service. All procedures and policies have been reviewed and in shared folders. Full governance structure and review re-established across CTM from July 2022. Work continues for service usable SharePoint page with the superintendent leading.	March 2020 Update - Test site created by E-Business team. Awaiting further direction from Directorate. July 2020 Update - Work continues led by Dr Ally Yates, Consultant Radiologist to review all policies and procedures. Radiology has its own 'policy for making policies' based on the Health Board version. As policies are being renewed they are being put in to the new format and agreed although formal governance meetings in Radiology have drifted during Covid. With regard to the Sharepoint site a quick dummy site with some new features was developed but no further progress has been made. January 2021. Implication of covid have meant that this has not been able to receive the appropriate management focus - this will be remedied in the next two months. An update will be provided in March 2021. March 2021 Update - A test site was set up in March 2020 and the process of reviewing all policies started in June 2020 led by Dr Ally Yates. The appointment of the Head of Radiography post will take place imminently and this will aid implementation. A plan outlining expected completion dates will be worked on by the meeting in June 2021. Covid-19 has meant that this process has lost momentum. May 2021 Update - A test site was set up in March 2020 and the process of reviewing all policies started in June 2020 led by Dr Ally Yates. The appointment of the Head of Radiography post will take place imminently and this will aid implementation - this post is going out for advertisement in July 21. A plan outlining expected completion dates will be worked on by the meeting in July 2021. Covid-19 has meant that this process has lost momentum. July 2021 Update - Process underway to update and amalgamate all policies from two distinctive ones to a whole HB approach, with the potential for some local discretion. Regarding updated policies, yes all updated policies will be available on Sharepoint. In addition POW have developed an app for use by SpRs with all policies and help available on their mobile phones. Pilot in POW due to start with August new intake and expect to roll out for next rotation. September 2021 Update. Nothing further to add - target date remains December 2021. November 2021 Update - as a consequence of staff sickness there will be no update this quarter - it will be available for the next meeting. February 2022 Update - as a consequence of staff sickness there will be no update this quarter - it will be available for the next meeting. April 2022 Update - Nothing further to report for this meeting. Issue will be chased up in the coming month.	



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Medical Equipment and Devices Follow Up 03	Feb-20	Reasonable	While we understand that currently, the department does not have the resources to undertake a reconciliation of equipment that has been loaned to wards, consideration should be given to undertaking periodic checks between the equipment available in the library and the equipment recorded as being on loan on the system.	Medium	1. Band 2 Equipment library Job Description is now matched – to be uploaded and advertised on TRAC to appoint staff. This will then enable periodic checks between the equipment available in the library and the equipment recorded as being on loan on the system to be undertaken. 2. Continued use of partial RF-ID system to be utilised with confirmation that data connection to RAM 5000 can be completed. 3. SON to be submitted to Capital for increased RF-ID system coverage for RGH (£244.8K), early indication from Capital is that a more detailed business case will be required as roll out to other sites is also required.	Chief Operating Officer	Assistant Director of Facilities	Apr-20	September 2020 April 2021 July 2021 Now March 2022 Now September 2022		Part Completed	June 2022 Update - Draft Vacancy JD progressed, to be submitted for matching June 2022. Pharmacy cylinder tracking pilot testing initiated in POW on 14/06/2022. (WG DW 14/06/2022).	1. April 2020 Update - B2 equipment library post - advertised - undergoing shortlisting. Target Date amended to reflect current circumstances regarding Covid-19 (DW 02/04/2020). 2. April 2020 Update - RF-ID - limited area in use - no further work done - however attempting to obtain further funding through technology funds from Welsh government in meanwhile. Target Date amended to reflect current circumstances regarding Covid-19 (DW 02/04/2020). 3. April 2020 Update - RF-ID - limited area in use - no further work done - however attempting to obtain further funding through technology funds from Welsh government in meanwhile. Target Date amended to reflect current circumstances regarding Covid-19 (DW 02/04/2020). 1. July 2020 Update - Interviews held. Recruitment checks in progress for successful candidate (WG 02/06/2020). Start date confirmed as 20/07/2020 (WG 16/07/2020). 3. July 2020 Update - Business case to be developed for submitting to Capital/Finance to support phased approach to implementation on each site, with request from Finance to be revenue neutral. (WG 09/06/2020). 3rd draft of business case paper to be finalised with various options and costs for funding (WG 16/07/2020). 3. September 2020 Update - SON submitted to Capital and DoF on 30/07/2020, awaiting prioritisation and decision on funding. WG advised that target date has been amended to reflect this update, date amended to 31/03/2021 (DW 28/08/2020). 2. July 2020 Update - Identified costs in MTP, some work performed by supplier for COVID equipment tracking for mapping sites. Equipment that is tagged will now update 'Last known location' field on RAM each night in background process if within areas with antennae or by using hand held device. Complete (WG 09/06/2020). 1. Role now in place. Complete (WG 28/08/2020) January 2021 Update - Additional hand-held devices have now been ordered and delivered. Further work is in progress by the supplier to implement the site mapping for the devices to be functional on PCH and POW sites. Further purchase orders are to be submitted for additional works and installation, presentation to be provided at next CMAG and ECMG in February 2021 for planning of future phase rollout. Total cost is £654K (WG 25/01/2021). March 2021 Update - 1 & 2. July 2020 Update - B4 Medical Device training co-ordinator in post, now advised of all new medical equipment installations, and overseeing user training prior to issue. Complete (PJ 17/07/2020). 3. January 2021 Update - New B6 medical device trainer now in post, with all new equipment purchases being referred to Rob Matthews prior to installation. Complete (PJ 06/11/2020). 1. April 2020 Update - Capital bid SON process finalised now following CTM transition and being used with all POWH Capital bid SONs now being added to the correct database for the 2020/21 capital year bids and will be used moving forward. Complete (DW 02/04/2020). 2. April 2020 Update - Capital bid SON process finalised now following CTM transition and being used with all POWH Capital bid SONs now being added to the correct database for the 2020/21 capital year bids and will be used moving forward. Complete (DW 02/04/2020). 3. May 2021 Update - For phase 1 equipment has arrived but further work is needed for implementation such as addressing wi-fi connectivity issues at POW, addressing new ICT issues with scanning large amounts of equipment in one area via handhelds, mapping locations into the system at PCH, and final installation of oxygen cylinder tracking and bed store equipment at RGH. This work is scheduled to begin in May / June 2021. Due to this the target date has been moved to 31/07/2021. It should be noted that now in place is that any new equipment is now being tagged as part of the RF-ID system and this will continue moving forward. (PJ WG 12/05/2021). 3. July 2021 Update - Wi-fi connectivity issues at POW are now resolved. ICT issues with scanning via handhelds has been resolved. Mapping locations is no longer viable under current circumstances with ward moves etc. Department lists will be used instead on Version 2 of software. Fixed reader points have been installed at RGH for extended coverage for oxygen cylinder tracking and bed store equipment. Supplier awaiting approval for remote access (to update and set system up to Version 2 of software and database) from ICT. Access issues for the tracking system on Citrix at POW need to be resolved with ICT. Quote received to apply fixed reader points to fully cover RGH site as next phase and will now be submitted to Capital for funding. Lead member from Clinical Engineering has now left the organisation, which has made planning and implementing the above works difficult. Based on the above updates, the target date has been moved to 31/03/2022. (WG DW 20/07/2021). 3. September 2021 Update - Supplier still awaiting approval for remote access (to update and set system up to Version 2 of software and database) from ICT. Access issues for the tracking system on Citrix at POW still being resolved with ICT. Quote received to apply fixed reader points to fully cover RGH site as next phase and submitted to Capital for funding, awaiting decision. (DW WG 20/09/2021). 3. November 2021 Update - CITRIX issue resolved at POW. Remote access issue resolved for supplier to install V2 software for BOC cylinder project. Other ICT anti-virus problem now affecting the system and is under investigation by ICT and Clinical Engineering to replicate and resolve to ensure reliable functionality. The additional quote did not get submitted as key member of staff supporting project left organisation, so it would not be viable to submit without the project / technical support to ensure a successful expansion project. There are other capital replacement schemes which have Clinical Engineering involvement and are higher in risk that are being progressed instead pending submission of an updated bid with project technical details. July 2020 Update - The policy will be written in September 2020, which will coincide with the change in recruitment processes for staff bank workers. Roll out and publication of the policy will be completed by end of October 2020. November 2020 Update - The Bank Policy is being updated during December 2020/January 2021. The updated policy will consist of a review and update of all the bank and agency forms. July 2021 Update - Due to outbreak of covid-19 and consequent pressure on staff bank to recruit additional bank workers to support existing and new HB services has meant a delay in starting this policy. Jan 21 update - Policy has been completed and is awaiting review by policy sub groups. APRIL 2021: See above for policy amendments. Remaining recommendations delayed due to the pandemic but will be taken forward in the same timeframe as the policy approval. Revised implementation date provided. July 2021 Update - Policy development group has been difficult to complete due to the pandemic and poor attendance at meetings to make them quorate. The policy is still under review in conjunction with the union representation, but has been completed. It needs a final review with the group before being sent to the policy group for ratification. The revised date for policy being live will slip to September. Sept 2021 update: Due to inability to get interested parties to agree on the final policy, alongside the cancellation of the last 2 meetings for not being quorate, the policy has not progressed further. The policy is awaiting agreement in partnership to progress to policy group. November 2021 Update - No further update provided. January 2022 Update - Policy sent to policy group for ratification. Apr 2022 - The policy was sent through the ratification route. Comments on the content were made post the policy review group meeting. These comments have been taken away and are actively being worked upon by the Deputy Director of Nursing & the Staff Bank Manager. The Policy will then be resubmitted to the policy group in May, if approved this will then progress to the LPF and be signed off for use in the UHB.
Nurse Agency Usage 03	Apr-20	Reasonable	1. The Staff Bank Policy should be reviewed and updated as necessary to reflect current practice, process and systems in place within the Health Board. The policy should more explicitly reference the engagement and management of agency nurses as opposed to just focussing on Bank staff. 2. Where other relevant policies exist, such as the Rostering Policy, these should be cross-referenced within the Staff Bank Policy. 3. Where procedures are developed to supplement existing policies, reference should be made to the overarching policy and if necessary, the policy should be updated to reflect the existence of the procedure. 4. Senior Nurse Management across the Health Board should ensure the dissemination and awareness of the recently developed procedure for booking bank and agency nurses for use by Ward Managers and the Thornbury authorisation and approval pro forma.	Medium	The Staff Bank Policy will require updating to include the Collaborative Bank project which is due to commence in April 2020. The updated version will include appropriate references to the UH Rostering Policy. The updated policy will include: <input type="checkbox"/> The updated 'Booking Bank & Agency Nurses -Procedures for Ward Managers' <input type="checkbox"/> The new Request for Thornbury Nurses proforma. <input type="checkbox"/> The updated e-datix reporting algorithm The following documents will be recirculated to Heads of Nursing. <input type="checkbox"/> The updated 'Booking Bank & Agency Nurses -Procedures for Ward Managers' <input type="checkbox"/> The new Request for Thornbury Nurses proforma. <input type="checkbox"/> The updated e-datix reporting algorithm Heads of Nursing to ensure all the documents listed above are circulated to Ward Managers and Senior Nurses.	Director for People		March 2020/April 2020/August 2020	October 2020 February 2021 June 2021 Now September 2021 Now April 2022 Now July 2022 Now August 2022		In progress	June 22 update – The policy has been updated and is progressing through the approval process.	July 2020 Update - The policy will be written in September 2020, which will coincide with the change in recruitment processes for staff bank workers. Roll out and publication of the policy will be completed by end of October 2020. November 2020 Update - The Bank Policy is being updated during December 2020/January 2021. The updated policy will consist of a review and update of all the bank and agency forms. July 2021 Update - Due to outbreak of covid-19 and consequent pressure on staff bank to recruit additional bank workers to support existing and new HB services has meant a delay in starting this policy. Jan 21 update - Policy has been completed and is awaiting review by policy sub groups. APRIL 2021: See above for policy amendments. Remaining recommendations delayed due to the pandemic but will be taken forward in the same timeframe as the policy approval. Revised implementation date provided. July 2021 Update - Policy development group has been difficult to complete due to the pandemic and poor attendance at meetings to make them quorate. The policy is still under review in conjunction with the union representation, but has been completed. It needs a final review with the group before being sent to the policy group for ratification. The revised date for policy being live will slip to September. Sept 2021 update: Due to inability to get interested parties to agree on the final policy, alongside the cancellation of the last 2 meetings for not being quorate, the policy has not progressed further. The policy is awaiting agreement in partnership to progress to policy group. November 2021 Update - No further update provided. January 2022 Update - Policy sent to policy group for ratification. Apr 2022 - The policy was sent through the ratification route. Comments on the content were made post the policy review group meeting. These comments have been taken away and are actively being worked upon by the Deputy Director of Nursing & the Staff Bank Manager. The Policy will then be resubmitted to the policy group in May, if approved this will then progress to the LPF and be signed off for use in the UHB.
Nurse Agency Usage 04	Apr-20	Reasonable	1. A review of the Temporary Nursing & Midwifery Staffing Decision Checklist (Appendix 5) contained within the Roster Policy should take place to ensure all aspects remain relevant. Consideration should be given if the checklist needs to be completed for every shift filled by an agency employee or if one checklist could be completed covering all agency shifts needed on a week's rota. 2. The importance of completing the checklist should be reiterated to the Nurse in Charge as means of supporting and substantiating the decision to use agency nursing.	Medium	Appendix 5 in the Roster Policy will be replaced with the updated 'Booking Bank & Agency Nurses -Procedures for Ward. Heads of Nursing to ensure the checklist is re-circulated to Ward Managers and Senior Nurses emphasising the importance of the completion of the check list for all new bank and agency nurses to the ward areas/department.	Director for People	Head of Corporate Nursing	April 2020/May 2020	August 2020 February 2021 June 2021 Now September 2021 Now December 2021 Now April 2022 Now July 2022 Now August 2022		In progress	June 22 update – The Locality Nurse Director RTE has completed the policy and incorporated all the comments received from the policy subgroup. This policy will now be sent to the next policy subgroup for discussion. If there are no further comments made, it can progress through to the LPF ready for adoption as a UHB policy.	Appendix 5 has been sent through to the workforce polict review group for the change to be made to the roster polocu it is in the November 2020 Update - The Bank Policy is being updated during December 2020/January 2021. The updated policy will consist of a review and update of all the bank and agency forms. Jan 21 update - Policy has been completed and is awaiting review by policy sub groups. APRIL 2021: The Rostering Policy has been updated and is currently in the system for approval. A new Rostering Group has been established with Senior Nurses to ensure appropriate and consistent rostering practice across the Health Board. The Rostering Policy will be approved within the same timeframe as the Bank Policy. A revised implementation date has been provided. July 2021 Update - Policy development group has been difficult to complete due to the pandemic and poor attendance at meetings to make them quorate. The policy is still under review in conjunction with the union representation, but has been completed. It needs a final review with the group before being sent to the policy group for ratification. The revised date for policy being live will slip to September. Sept 2021 update: Due to inability to get interested parties to agree on the final policy, alongside the cancellation of the last 2 meetings for not being quorate, the policy has not progressed further. The policy is awaiting agreement in partnership to progress to policy group. November 2021 Update - No further update provided. Feb 2022 Update - Policy sent to policy group for ratification. Apr 2022 - The rostering policy is being reviewed at the next policy group in April 2022. Comments on the content can be made up to 2 weeks after this meeting. If there are none received, it will progress to the LPF and achieve final sign off for use in the UHB.
Cyber Security Follow Up 03	Jun-20	Reasonable	Original Recommendation - A formal patch management procedure should be developed that sets out the mechanisms for patching / updating all items within the Health Board. Updated Recommendation - A formal patching strategy and SOP should be developed for the patching process that sets out the mechanism and processes for this.	Medium	Original Management Response - Formal patching strategy is being put in place and will be submitted to Digital Strategy Steering Group (DSSG) in June. Updated Management Response - A formal patching strategy and SOP are currently being worked on and should be ready to publish by July 2020.	Director of Digital	Assistant Director of ICT	Jun-19	July 2020 December 2020 May 2021 July 2021 Now September 2021 Now November 2021 Now August 2022		In progress	June 2022 Update - Requesting a revised date for completion Work is underway and planned to be completed by the end July 2022. Cyber Security Manager will draft the document and circulate for approval	Current Position - We note that the process for patching has been amended, with a rota in place for patching of servers. We also note that the Health Board has purchased the Ivanti patch management solution to help improve the patching process. However, at present there is no strategy as stated in the initial management response, and no standard operating procedure (SOP) in place for the patching process. Based on the progress made and the evidence that we reviewed we consider the original recommendation to be partially implemented and have reclassified the remaining elements as Medium priority. July 2020 update - DT & AE drafting patching policy, summary of patching completed but yet to be finalised and produced as SOP. Expected to be finalised by end of August 2020. August 2020 Update - Due to the pressures of Covid 19 and the resources required for the roll out and ongoing maintenance of Microsoft 365, the timescale has been reset to December 2020. January 2021 - work is continuing on the patch management procedure. March 2021 - a draft procedure is in progress and will be presented to the RAGCSB to review at the April 2021 meeting. May 2021 - there has been a delay in completing the procedure due to work pressures, date has been extended to July 2021. July 2021 Update - A policy and procedure will be presented to the RAGCSB August meeting. September 2021 - meetings have been organised to commence the policy and procedure, which will be completed by the end of October 2021. November 2021 - No further update provided. January 2022 Update - No update since last time, owing to focus on NIS_D prioritised actions and staff reductions. April 2022 Update - The SOP has still not been created. Director of Digital to review the work plan for the Cyber team and provide a date by which this will be completed. Date to be identified by the end of May 2022.



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Cyber Security Follow Up 04	Jun-20	Reasonable	Original Recommendation - A formal, resourced plan for the removal of old software and devices should be established. Updated Recommendation - The remaining areas of old software should be identified and formally reported to the DSSG / committee, noting where software cannot be easily removed and the associated risk. Linked to this a formal plan for removing /updating old software within the resource constraints should be defined.	Medium	Original Management Response - The existing plan will be updated and brought to DSSG for formal approval in June. Updated Management Response - A formal risk analysis and remediation strategy is currently being developed which will be presented to the DHSSG by September 2020.	Director of Digital	Assistant Director of ICT	Jun-19	September 2020 November 2020 May 2021 August 2021 Now April 2022	Green	Completed	June 2022 Update - Propose to close action. This will be contained within the Cyber Improvement plan as a key action. Software solution to mitigate the use of legacy operating systems has been procured and is being deployed.	Current Position - Work to remove old software is part of the general procedures. As new systems are brought on line the older servers are removed so the process is largely led from the bottom up rather than top down and there is no formalised plan to remove old versions of software. We note that old versions of key software such as Java / Windows Server / Windows are still used as they are supporting a vital component of the service and as such the Health Board has removed and updated as much as possible without updating these core applications themselves. We note that there is ongoing work to reduce the risks associated with old software, with older versions of Firefox being removed from desktops. We further note that initial discussions are ongoing over the use of Kapersky to block unofficial and old software within the Health Board. Based on the progress made and the evidence that we reviewed we consider the original recommendation to be partially implemented and the remaining elements remain as Medium priority. August 2020 Update - Work has commenced within the infrastructure team, to address the server operating systems to ensure that all servers are on at least Server 2016 operating systems. An end user device sub group has been formed and will have its first meeting this month to discuss a strategy of ensuring that Windows operating systems are on the most up to date version. The timescale has been set back to November 2020. January 2021 - work is continuing within the working groups to ensure that outdated software is addressed. March 2021 - a formal report and remediation strategy and will be presented to the RAGCSB to review at the April 2021 meeting. May 2021 - the RAGCSB did not meet in April due to members being unavailable. A Head of End User Computing (EUC) has been appointed and is discussions with Dell on procuring their services to update end of life software (specifically Windows 7). The Head of Server Management recently had a meeting with various Clinical Systems Managers and a plan is in progress of removing/replacing end of life operating systems. July 2021 Update - Work is continuing on eradication out of date operating system software. There is approximately around 500 devices left to either update or replace. September 2021 - work is continuing on removing out of date operating systems within the server estate between members of the server team and system managers. The work is hampered by third party system software vendors providing updated software that will operate on modern operating systems. November 2021 - No further update provided. January 2022 Update - This is an ongoing matter and a programme discipline has now been established. There remains legacy software and actions are continuing. However, MS Programme now requires a refresh every 30 months. April 2022 Update - The SOP has still not been created. Director of Digital to review the work plan for the Cyber team and provide a date by which this will be completed. Date to be identified by the end of May 2022.
Cyber Security Follow Up 05	Jun-20	Reasonable	Original Recommendation - The organisation should provide additional resource for a minimum defined period to allow for the data communications team to improve network security. Updated Recommendation - Work should continue to improve the network security of the Health Board. Following the firewall audit, the firewall rules should be amended to increase the security position.	Medium	Original Management Response - Data communications security will be addressed by the new posts discussed in finding 2. Updated Management Response - The firewall audit has been received and confirmed as accurate. Work has commenced in addressing the recommendations highlighted in the audit. The Cyber team have received the Cisco Implementing Advanced Cisco ASA Security and will be addressing the firewall rules starting in June 2020.	Director of Digital	Assistant Director of ICT	Jul-19	June 2020 December 2020 March 2021 July 2021 Now August 2021 Now February 2022 Now November 2022	Red	In progress	June 2022 Update - Request to change date to November 2022. Significant progress around the re-configuration of main site firewall rules has been made by the Cyber lead for networks. Ongoing constraints around resourcing rollouts for networking remain though. Plan to complete in the Autumn of 2022.	Current Position - As noted above, resources have been provided for cyber security and one of the posts is within the server team. The current position with the firewall is that the rules have not been changed to restrict access from NHS Wales, however in order to improve the security of the Health Board, a company has been engaged to undertake a firewall audit. The purpose of this is to look at the firewall configuration and rules, which will form the basis of the control moving forward. We note that control over changes to the firewall rules is moving to the cyber security team with training for the cyber security team booked with Cisco in order to do this. The process for changing the firewall rules has been improved with a standard form in place for requests, which are channelled through the cyber team for approval before being discussed and agreed at the Change Advisory Board (CAB). January 2021 - work is continuing on addressing the rules on the Firewalls where the bulk of the work should be completed by the end of February 2021. Additional hardware and software licenses have been procured for the upgrade of the Solarwinds network and performance management environment. A date has been set for the upgrade to be completed by Friday 12 February. Based on the progress made and the evidence that we reviewed we consider the original recommendation to be partially implemented and the remaining elements remain as Medium priority. July 2020 update: Firewall project to restart in August with gradual handover of firewall rules from Data Comms to Cyber Security Team. Training scheduled between Data Comms Team and Cyber Team to begin handover. We have an additional temporary resource within Cyber Security Team also looking at networking areas and Solarwinds. August 2020 Update - work on the updating of software versions on each firewall is now complete along with configuring each firewall as per recommendations. There has been an issue in auditing the rules on each firewall due to a licensing issue with Solarwinds. The ICT Department have requested a quote from the supplier on the cost of increasing the licenses on Solarwinds to address this issue. March 2021 - work is continuing to address the firewall rules with a review audit by SICL currently being procured. Work is still carrying on to get the new Solarwinds environment set up. May 2021 - a meeting has taken place with SICL and the firewall configuration files have been provided as part of the review process. Work on the firewall rules is continuing. In March ICT procured software called Skybox for a one year as a Proof of Concept. Once installed and configured the software will enable ICT to address more complex firewall rules and help manage the administration more effectively. The new Solarwinds environment is now up and running. July 2021 Update - The Skybox server has had to be rebuilt as the configuration ISO was out of date. There has been a few issues with the configuration, however the contract will not commence until the software is up and running. September 2021 - work is continuing on the installation of the Skybox application. Work has been delayed due to the Firewall replacement programme on the PCH and RGH Firewalls which is due to be completed by the end of October 2021. November 2021 - No further update provided January 2022 Update - End of year resources have been provided to improve network security, however requirements will remain. April 2022 Update - The SOP has still not been created. Director of Digital to review the work plan for the Cyber team and provide a date by which this will be completed. Date to be identified by the end of May 2022.
Directorate Review Acute Medicine & A&E 04	Aug-20	Reasonable	1. A review of the policies and procedures saved to the intranet should be undertaken to ensure there is a central repository of all documents and all documents that are listed are still relevant, with all out of date policies reviewed and updated where necessary. 2. Where there are common policies across a number of departments, to avoid duplication and possible inconsistencies, consideration should be given to having a set of directorate wide policies with one copy saved and clear information on the lead area for the policy including who is responsible for reviewing and updating the policy.	Medium	The review of policies and procedures needs to be undertaken on each acute site and it is acknowledged that this is an area of concern with focussed attention needed over the next 6 months. There also needs to be clear guidance from the ILG on the process for the approval of policies and procedures in the new operating model.	Chief Operating Officer	ILG Directors/ General Manager	September 2020/December 2020	01/04/2021 Now April 2022	Red	Part Completed	June 2022 - nothing further to add this month, will be pursued for August 2022 for RTE where it remains outstanding and is a challenging area for the CSG.	November 2020 Update - The planned review has been delayed due to the COVID pandemic and the timely appointment to the CSG supporting structure. January 2021 Update - The planned review has been delayed due to the COVID pandemic and the timely appointment to the CSG supporting structure. March 2021 Update - Final timing for the completion of this work will be reported by the end of April 2021. May 2021 . A check has been made across the old Cwm Taf Directorates and a review has been taken on this issue. This does remain a key risk for old policies -and this will be a challenging piece of work to undertake with all the other priorities. Both Directorates do, however, confirm that the new policies that were developed as a result of changes involving covid 19 have been stored in one place and are accessible. July 2021 update . For RTE and MC ILG, no change - remains a key risk area. Will be addressed when capacity allows. September 2021 Update - This remains a key risk and represents a significant amount of work in an area where capacity is stretched. No further action to report, but it remains an issue about which the Service Group is aware. November 2021 Update - no action to report - deadline remains April 2022. February 2022 Update - the Directorate has started a task and finish group to review all policies and procedures and will update them pan CTM if they are organisation wide - support on this from corporate team and policies will be taken month by month through policy group chaired by a Consultant member of the medical staff. Given the size of the task the Directorate says that it will need a year for this to be complete. April 2022 Update - For MC, a monthly task and finish group is in place as part of the ED Improvement Programme. The aim is to review policies and procedures and the Directorate is updating its intranet page. So - for MC, complete.



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Risk Management 2021 03	Feb-21	Reasonable	Whilst we acknowledge that compiling a Training Needs Analysis is a new task that has been included on the Risk Management Improvement Plan, Management need to ensure that all departments and staff are provided with training on the new Risk Management Strategy, and the use Datix to record risks, as soon as possible. This will help ensure consistency of approach across the organisation.	Medium	A training needs analysis will be undertaken early in 2021. In the interim monthly risk training sessions via Microsoft Teams has been scheduled with an open invite for staff across ILG's to attend.	Director of Corporate Governance/ Board Secretary	Assistant Director of Governance & Risk	Apr-21	01/07/2021 Now October 2021 Now December 2021 31.12.2021 - Module 1 Training. Module 2, 3 and TNA - 31.3.2022 Now April 2022 Now October 2022		In progress	June 2022 Update - On track. Risk Training continues to be rolled out to service areas on a monthly basis in partnership with ILG colleagues.	Update March 2021 A revised date is requested as the Assistant Director of Governance & Risk is now part of a small Task and Finish Group with other NHS Organisations in Wales to develop a risk training needs analysis that ensures a consistent approach across NHS Wales and avoids duplication. A first draft of a TNA has been developed and will be shared with the Health Board in due course. The training packages to support the TNA are being worked through by the group. Update May 2021 Training Needs Analysis currently being finalised within the Task and Finish Group. Will be shared with the Health Board once the training packages that align have been developed. Update July 2021 - Training Needs Analysis completed and will be shared across the Health Board once the training packages that align to the TNA have been developed. Level 1 Training Package- draft being shared with Elearning colleagues w/c 26th July 2021 to start development of esr module. Level 2 - Training package development to commence August 2021. September 2021 Update - The Training Needs Analysis is complete, however, the Assistant Director of Governance & Risk is working with peers across NHS Wales to develop Level 1 - 3 Risk Training packages available on the ESR E-Learning platform. Level 1 is currently with ELearning Teams to finalise and Level 2 development has been commenced. An extension to the implementation date is requested to allow for the launch to coincide with the training packages being made available on E-Learning on all Wales Basis. The Health Board is working with All Wales colleagues to ensure a consistent approach to risk is adopted and transferable across Wales. November 2021 Update - In Progress: Training Needs analysis complete launch of this will be in conjunction with the completion of the following modules. Module 1 Risk Training - developed and with Learning Management System (LMS) Team to finalise and upload to the LMS. Timescale: 31.12.2021. Module 2 - Risk Management in Practice Module 3 - Risk Member Risk Awareness Module 2 development will commence in December 2021 and Module 3 - thereafter for completion by the end of March 2022. The TNA will be issued once all modules are complete. The Risk Community in Practice meet on a monthly basis with All Wales representatives progressing the training programmes as a cohesive group to ensure consistency across Wales in the approach to risk management. Update January 2022 The TNA and development of an All Wales Risk Management Training package has been placed on hold whilst the Once For Wales Risk Management Module is finalised. The rationale for this decision is to ensure that any training developed is aligned to the new module that staff will be expected to use. The Health Board is represented on the Once For Wales Monthly Meetings and the more regular task and finish group meetings. In the meantime, risk management training continues within the Health Board with monthly sessions being held virtually over Teams. April 2022 Update - The implementation of the Once For Wales Risk Module within the Health Board is anticipated circa October 2022, with two pilot sites going live from the 1st April 2022. The All Wales Training Modules are being developed to align with the new approach and timescales. The TNA has been finalised and Module 1 of the training is in draft. Progress is monitored via the OFW Risk Module Meetings and the All Wales Risk Community of Practice for which the Assistant Director of Governance & Risk is a member. In the meantime, monthly Risk Sessions remain in place throughout 2022 run by the Assistant Director of Governance & Risk and the Heads of Quality & Safety within the ILGs.
Estates Directorate Management Arrangements 03	Apr-21	Reasonable	Management should ensure that the Asbestos Policy and Service Testing of Electrical Equipment Procedure (STEEP) are updated as soon as possible and all P&Ps which are soon due for review are updated in a timely manner.	Medium	The asbestos policy and STEEP will be updated and endorsed at the next meeting of the relevant group.	Director of Finance	Head of Assets, Technical Services and Governance	May 2021/September 2021	September 2021 for STEEP element. Now January 2022 Now 30 April 2022 Now June 2022 Now July 2022		Part Completed	June 2022 Update - Asbestos management plan (policy) is endorsed and published to the Estates Policies section on SharePoint. Prior to publication, the updated STEEP procedure is to be tabled for approval at the Electrical Safety Group on the 27/6/2022 and then subsequently by the Capital and Estates Governance Board on the 7/7/2022."	July 2021 Update - The Asbestos Policy has been reviewed, updated approved and published to SharePoint, so this item is complete. The Asbestos Management Plan is reviewed annually with the next review due on the 31st January 2022. STEEP is referring to the In Service Testing of Electrical Equipment procedure, which is being actioned by the Electrical Safety Group, led by Jason Williams. This is currently being reviewed and in the process of being completed, and will require approval through the Electrical safety group, for noting at the HS&R committee, and final approval at the Capital and Estates Governance committee. September 2021 Update - a revised completion date has been provided for the STEEP element of this recommendation. November 2021 Update - STEEP (Portable Appliance Testing PAT) Policy is under review by the Chair of the Electrical Safety Group. January 2022 Update - The Asbestos Policy has been reviewed, approved and published to SharePoint. The STEEP Procedure has been updated and is with the Chair of the Electrical Safety Group awaiting pre-approval.
Financial Systems 03	Apr-21	Reasonable	1. As part of the ongoing review of the Charitable Funds FCP the inconsistencies between the FCP and Scheme of Delegation should be resolved, and updates made where processes and appendices have been amended. 2. Consideration should be given to introducing tolerance levels, below which P&Ps which are soon due for review are updated in a timely manner. 3. Relevant staff should be made aware of the revised FCP and old copies of forms removed from circulation.	Medium	Agreed, FCP needs to be reviewed in line with the Scheme of Delegation and updated.	Director of Finance	Head of Corporate Finance	Jun-21	01/08/2021 Now November 2021 Now December 2021 Now March 2022 Now June 2022 Now August 2022		In progress	June 2022 Update - The Charitable Funds FCP is currently being updated following the audit of the accounts which has further delayed the update. November 2021 Update - The Model Standing Financial Instructions are due to be approved by the Board on the 25th November 2021. The review of FCPs and SoDs is currently being undertaken and will be brought to the next Audit Committee for endorsement to the Board. January 2022 Update - The Model SFI have now been approved. Work is ongoing to update the FCPs for Charitable Funds, in line with the move onto the Oracle system. This has been delayed due to audit of the Charitable Funds accounts, but will be a priority in the next month. April 2022 Update - This still requires updating. A review is currently being undertaken on the governance arrangements of the Charitable Funds which will impact on the FCP.	
Sunnyside Health & Wellbeing Centre 01	Aug-21	Reasonable	Management should confirm revised governance arrangements via a Project Execution Plan including: • effective cost management; • contractual relationships, values and payment arrangements; • committee reporting of project risks; • scheduled outputs from sub-groups for scrutiny; and • stakeholder engagement.	Medium	The Health Board will work with the external project manager to develop a Project Execution Plan to be signed off at the Project Board, this will provide a formalised single record of all of the above criteria which have been approved separately by Project Board.	Director of Finance	Head of Capital	Sep-21	Now January 2022 Now 31 March 2022 Now May 2022 Now August 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - the PEP is being drafted however there have been delays in the same due to the administration of the contractor. It was anticipated the completion contract would have been issued by this time however due to internal process at Linc Cymru this has been delayed to the end of September, as a result the PEP will not be completed until the new contractor is known and this is not likely to be until December 2021 at the earliest. November 2021 Update - the PEP will be drafted however there have been delays in the same due to the administration of the contractor. It was anticipated the completion contract would have been issued by this time however due to internal process at Linc Cymru this has been delayed to mid November. As a result the PEP will not be completed until the new contractor is known and this is not likely to be until late January 2022 at the earliest. January 2022 Update The tender process has been extended at contractors request. The tender process closes on 9th Feb and will need a ca 3 week evaluation process. At that stage the revised costs will need to go back to WG for re-approval. Therefore it has been proposed to change the review date to 31 March 2022 when contractor, costs and timeline should be clearer to inform the contents of the PEP. April 2022 Update - ongoing however focus has been on the new contractor appointment and whether a disaggregated tender process will be required as this will completely change the way that reporting and contractual management lines work within the PEP.
Sunnyside Health & Wellbeing Centre 04	Aug-21	Reasonable	Management should ensure that individual cost provisions within the works information are reported to understand charges and adjustments to provisional sums.	Medium	The updated reporting template includes a section detailing provisional sums and contingencies and tracks through the release of provisional sums into actual costs, as well as all contingency items, these will be reported monthly to Project Board as part of the financial template. However there will need to be a further tender and revised provisional sums with the letting of a contract for completion therefore an extended target date is provided to ensure the most up to date information is returned.	Director of Finance	Senior Project Manager	Mar-22	Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - Remains in progress to be agreed with the new contractor when appointed. November 2021 Update - Remains in progress to be agreed with the new contractor when appointed. Update 31.01.22 the tender process has been extended at contractors request. The tender process closes on 9th Feb and will need a ca 3 week evaluation process. At that stage the revised costs will need to go back to WG for re-approval. Therefore it has been proposed to change the review date to 31 March 2022 when contractor, costs and timeline should be clearer to inform the report contents. April 2022 Update - With no contractor appointed as yet and no confirmed revised tender sum this is difficult to implement extended to give time for possible further tender and contractor appointment
Sunnyside Health & Wellbeing Centre 05	Aug-21	Reasonable	Management should ensure provision of project manager and cost adviser reports, in support of the Welsh Government Dashboard return.	Medium	These will be included as required as soon as the project recommendations, and a new contractor is appointed. This is likely to take at least a further 3-4 months hence the longer target date.	Director of Finance	Senior Project Manager	Jan-22	Now March 2022 Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - Remains in progress to be agreed with the new contractor when appointed. November 2021 Update - Remains in progress to be agreed with the new contractor when appointed. Update The tender process has been extended at contractors request. The tender process closes on 9th Feb and will need a ca 3 week evaluation process. April 2022 Update - With no contractor appointed as yet and no confirmed revised tender sum this is difficult to implement extended to give time for possible further tender and contractor appointment
Sunnyside Health & Wellbeing Centre 07	Aug-21	Reasonable	Management should obtain documentation to which the client is entitled under the contract, including collateral warranties, and a copy of the construction performance bond, and confirm assurances provided at the latter.	Medium	These are available and will be supplied by the developer.	Director of Finance	Senior Project Manager	Sep-21	Now November 2021 Now January 2022 Now 31 March 2022 Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - There have been delays in obtaining all of this due to the priority being the completion contract works these are in hand to be provided by the time of the next meeting. November 2021 Update - Remains in progress to be provided by the new contractor when appointed. January 2022 Update The tender process has been extended at contractors request. The tender process closes on 9th Feb and will need a ca 3 week evaluation process. At that stage the revised costs will need to go back to WG for re-approval. Therefore it has been proposed to change the review date to 31 March 2022 when contractor, costs and timeline should be clearer to inform the report content. April 2022 Update - Awaiting to ensure that the tender will proceed in current format or whether separate continuation arrangements and contracts will be made



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Sunnyside Health & Wellbeing Centre 10	Aug-21	Reasonable	Management should be provided with proposed contact variations and monitoring to facilitate timely Health Board scrutiny, in accordance with entitlements under the contract.	Medium	This will be provided when the project restarts and all design works are completed.	Director of Finance	Senior Project Manager	No Date Identified	01/03/2022 Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - To be completed and agreed with new contractor on appointment. November 2021 Update - To be completed and agreed with new contractor on appointment. January 2022 Update - To be completed and agreed with new contractor on appointment. The tender process has been extended at contractors request. The tender process closes on 9th Feb and will need a ca 3 week evaluation process. At that stage the revised costs will need to go back to WG for re-approval. Therefore it has been proposed to change the review date to 31 March 2022 when contractor, costs and timeline should be clearer to inform the report content. April 2022 Update - See above - project remains on hold whilst new contractor appointed
Sunnyside Health & Wellbeing Centre 11	Aug-21	Reasonable	The Health Board require the developer to remind the contractor of its contractual obligations to formally notify of any delays (and their associated time/cost impact within the contractual time frames).	Medium	With the original contractor there was confidence that much of the time could be recovered and therefore no formal application had been made. Clearly with the current contractor going into administration there will need to be a new contractor appointment. The Health Board will ensure that the need for a contractor. notification of future delays is communicated to the new contractor.	Director of Finance	Senior Project Manager	Mar-22	Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - To be completed and agreed with new contractor on appointment. November 2021 Update - To be completed and agreed with new contractor on appointment. January 2022 Update - as per the above notes this can only be done post contractor appointment which has delayed due to tender period extensions and confirmed need for WG re-approval. April 2022 Update - See above - project remains on hold whilst new contractor appointed
Sunnyside Health & Wellbeing Centre 12	Aug-21	Reasonable	A costed risk register should be regularly maintained and reported to facilitate monitoring of the build.	Medium	A fully costed capital risk register is in existence and will continue to be kept up to date as risks are realised or not throughout the project, however this will be revisited with decision on process for and appointment of a new contractor.	Director of Finance	Head of Capital	Nov-21	Now March 2022 Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - In progress and development - risk of some slippage due to delays in the tender for the completion contract but all steps are being taken to ensure this is completed by November. November 2021 Update - To be completed and agreed with the Employers Agent once new contractor has been appointed. January 2022 Update - see notes above for revised timeline. April 2022 Update - See above - project remains on hold whilst new contractor appointed
Sunnyside Health & Wellbeing Centre 13	Aug-21	Reasonable	Management should actively monitor and report the value of residual construction cost risks v remaining contingency.	Medium	This is picked up in the appendix to the standard Highlight Report discussed in action 2.	Director of Finance	Head of Capital	Sep-21	Now March 2022 Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - One off exercise done to date but this will not be actively monitored until construction works recommence. November 2021 Update - One off exercise done to date but this will not be actively monitored until construction works recommence. January 2022 Update - see notes above for revised timeline. April 2022 Update - See above - project remains on hold whilst new contractor appointed
Sunnyside Health & Wellbeing Centre 15	Aug-21	Reasonable	The Health Board should obtain engrossed and signed copies of all relevant developer adviser contracts in accordance with entitlements to inform of potential liabilities and costs, and report relevant implications to appropriate groups/committees.	Medium	This cannot be fully achieved without the appointment of a new contractor. The Health Board will ensure that all contracts have been received and filed centrally. The new contractor contract will be provided by the developer on signature .	Director of Finance	Project Leader	Sep-21	Now January 2022 Now 31 March 2022 Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - Contracts for all save for the new contractor are complete - for the new contractor this will not be delivered until 2022. November 2021 Update - Contracts for all save for the new contractor are complete - for the new contractor this will not be delivered until 2022. January 2022 Update - see notes above for revised timeline. April 2022 Update - See above - project remains on hold whilst new contractor appointed
Sunnyside Health & Wellbeing Centre 18	Aug-21	Reasonable	Management should obtain signed lease agreements with relevant parties at the earliest opportunity.	Medium	The Primary Care lead will continue to work with NWSSP Specialist Estates Services to ensure that the lease is signed off as soon as possible.	Director of Finance	Primary Care Estates and Development Manager	Jan-22	Now 31 March 2022 Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - Ongoing with GPs partners however new contract and revised cost is required now to finalise this. November 2021 Update - Ongoing with GPs partners however new contract and revised cost is required now to finalise this. January 2022 Update - this will be delayed until after the new contractor costs and timeline is known. April 2022 Update - See above - project remains on hold whilst new contractor appointed
Sunnyside Health & Wellbeing Centre 19	Aug-21	Reasonable	Management should confirm an agreed service model with measurable outcomes for front line and support services.	Medium	The Bridgend Integrated Locality Group (ILG) will link with the Primary Care team over the service model and support functions. This will be developed during the construction period for the site and given that the completion is likely to slip to late 2/23 the target is to complete in order that any financial consequences are picked up in Integrated Medium Term Plan (IMTP) planning cycles.	Director of Finance	Bridgend ILG Community Lead	Mar-22	Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - Ongoing. November 2021 Update - Ongoing. January 2022 Update - remains ongoing as programme remains unclear until contractor appointment. April 2022 Update - See above - project remains on hold whilst new contractor appointed
Sunnyside Health & Wellbeing Centre 20	Aug-21	Reasonable	Objectives at the business case should be measurable.	Medium	The approved business case contained a Benefits Realisation Plan. This will be reviewed to ensure that the benefits are measurable and deliverable.	Director of Finance	Head of Capital	Jan-22	Now 31 March 2022 Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - Ongoing. November 2021 Update - Ongoing. January 2022 Update - may need to be tied in with new contractor appointment. April 2022 Update - See above - project remains on hold whilst new contractor appointed
Sunnyside Health & Wellbeing Centre 21	Aug-21	Reasonable	Management should review and confirm project objectives based on only measurable outcomes within a Benefits Realisation Plan.	Medium	Please see response above .	Director of Finance	Head of Capital	Jan-22	Now 31 March 2022 Now July 2022		In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - Ongoing. November 2021 Update - Ongoing. January 2022 Update - as per BRP. April 2022 Update - See above - project remains on hold whilst new contractor appointed
Integrated Locality Groups Review 03	Oct-21	Reasonable	Primary Care, Merthyr Cynon and Bridgend ILGs Management should ensure that all meetings are scheduled and take place in accordance with the terms of reference for that committee or group. If the previously agreed meeting frequency is no longer suitable, then the terms of reference should be amended accordingly and reapproved.	Medium	Governance meeting occurrence and regularity has been reviewed with the ILGs as a result of the issue of the draft Internal Audit. A number of key actions have taken place: • Primary Care and Merthyr Cynon ILG have confirmed that the meetings have re-commenced since the initial audit was carried out. Management capacity within MC ILG remains a risk and specific reporting of meeting occurrence and attendance will be sought through the ILG PR process. • Bridgend ILG – the ILG found that meeting as a ‘Board’ was duplicating other meetings. Following discussion with the COO and other ILG colleagues there will be a second look at the terms of reference to make the meeting more useful in terms of providing a forum for approval of policies and assurance. This will also review whether the role of the Board could be aligned with the ILG Performance Review. The Chief Operating Officer has also requested that the role of the ILG Board is included within the specification of the Chief of Staff review into the ILG Operating Model with recommendations on its future role to be made as part of that specific piece of work.	Chief Operating Officer	Chief Of Staff	Quarter 4 2021/2022	01/03/2022 Now June 2022 Now August 2022		Part Completed	June 2022 - confirmation received from MC. Now only awaited from Bridgend ILG.	November 2021 Update - for PC this is complete. February 2022 Update - further information needed from MC and Bridgend but the target remains March 2022. April 2022 Update - No further information available - anticipate that this is complete but there will be an update at the next meeting.
Welsh Language Standards Compliance 06	Oct-21	Reasonable	6.1) The importance of compliance with the Welsh Language Standards should be reiterated to all staff, and the implications of non-compliance should be considered for inclusion on departmental and ILG risk registers and subsequent monitoring. 6.2) The risk register should be reviewed to ensure the controls listed as being in place and the action marked as completed are an accurate reflection of the findings made during the audit review.	Medium	6.1) The Welsh Language Manager will develop regular communications to remind all staff of their responsibilities and the importance and benefits of complying with the Welsh Language Standards. These communications will be distributed to staff via a range of communications media, including social media. 6.2) The nominated senior ILG leads on the Welsh Language Working Group should discuss with department managers, the inclusion of non-compliance with the Standards on their departmental registers, to assist with the monitoring of progress and completion of outstanding actions. 6.3) The Welsh Language Manager will review the actions on the current Workforce and OD and Health Board Risk Registers to ensure that they are up to date and include the risks identified in this audit report. 6.4) The nominated ILG senior members of the Welsh Language Working Group will have responsibility for adding relevant and appropriate non-compliance issue to the ILG risk registers, which are monitored by the respective SMTs.	Director for People	Welsh Language Manager/ILG Leads/Head of Policy, Compliance and Agenda for Change	January 2022/October 2021	Now March 2022 Now June 2022 Now August 2022		In progress	June 2022 Actions points 6.1, 6.3 and 6.4 have been completed previously. 6.2) The inclusion of Welsh Language risks on the ILG Risk Registers will be an agenda item all forthcoming Welsh Language Committee meetings, which is in the process of being arranged.	November 2021 Update - The Risk Register has been updated. Although the risk register has been updated. The senior leadership of the ILGs have not received communication or action plans as the new Welsh Language Committee hasn't met. This means there is no progress with ILGs monitoring their compliance and updating their own risk registers. Jan 2022 update 6.1) A short communication plan will be written by the recently appointed Welsh Language Manager, including resources to share regarding the Welsh Language Standards i.e. videos and graphics to promote understanding of them. This will be discussed in a meeting arranged with the Asst Director of Communications and Engagement on 3 February 2022. 6.2) The inclusion of Welsh Language risks on the ILG Risk Registers will be an agenda item all forthcoming Welsh Language Committee meetings, with effect from 17 March 2022. 6.3) The Welsh Language Risk Register has been reviewed and appropriate risks added, including the findings of this audit. 6.4) The inclusion of Welsh Language risks on the ILG Risk Registers will be a standing agenda item on the new Welsh Language Committee, which is scheduled for 17 March 2022. 6.1) Regular communications are drafted and sent via staff updates with SharePoint reviewed regularly. 6.2) Departmental risk registers will be added to once weaknesses are identified through action planning 6.4) The inclusion of Welsh Language risks on the ILG Risk Registers will be a standing agenda item on the new Welsh Language Steering Group, which was scheduled for 17 March 2022 but new date to rescheduled



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Welsh Language Standards Compliance 01	Oct-21	Reasonable	1.1) A more robust process for ensuring action plan recipients are aware of their responsibilities in relation to implementing the actions allocated to them and providing timely updates on progress to the Welsh Language team should be implemented. As action plans are distributed to relevant departments and managers, clear guidance and information should be provided regarding the expectations being placed upon them, and how and when updates should be provided to the Welsh Language Team. In turn, departments / ILGs should develop a clear process for disseminating plans within their area and co-ordinating the completion of actions where there are multiple lead officers, such as 'ward managers'. 1.2) Management should ensure that the action plans which are produced for each area / department across the Health Board are dated and version controlled to clearly allow progress to be mapped.	Medium	1.1) The membership of the Welsh Language Working Group will be reviewed, with the inclusion of a named senior representative from each ILG. The terms of reference to be updated to require the senior ILG representatives to provide regular progress update reports. The Welsh Language Manager will run a learning and development session with the nominated ILG senior representatives with the purpose of: • Briefing them on their responsibilities in relation to ensuring the implementing the actions within their ILG; • Designing and developing a robust process and plan that will facilitate the dissemination of and return of regular departmental action plan updates to them; • Ensuring they provide regular update reports to the Welsh Language Working Group in an agreed and consistent format. 1.2) The Welsh Language Manager will ensure that action plans are clearly dated and version controlled, to allow progress to be mapped, monitored and reported on.	Director for People	Welsh Language Manager	October 2021/November 2021/December 2021	Now March 2022 Now June 2022	Completed	Completed	June 2022 1.1) Membership of the Welsh Language Steering Group has been reviewed and now includes named senior representative from each ILG. The terms of reference have been updated to reflect this membership and sets out the requirement for the senior ILG representatives to provide regular progress update reports to the Welsh Language Group on action plans. The revised Terms of Reference will be signed off at the first meeting of the Welsh Language Steering Group, which is in the process of being rescheduled. 1.2) The Welsh Language Manager has met with 7 service areas with 8 more meetings scheduled for during May and June to set departmental action plans which are dated and note accountable manager. This work will continue throughout the year. Meetings with the Senior Nurse Professional Forum will take place in June to progress this work across ward areas.	November 2021 Update - Action plans will be distributed following the first meeting of the Welsh Language Committee. Progress will be monitored and included in the health board's progress monitor spreadsheet (on the Welsh language SharePoint page). Highlight reports will be shared with the Welsh Language Committee and sent bi-annually to the People and Culture Committee. January 2022 Update (1.1) The newly appointed Welsh Language Manager has contacted senior ILG leaders requesting a meeting and is awaiting a response. A further request will be sent in February, if a session has still not been confirmed, with the purpose of this session being to discuss the importance of bilingual provision and Welsh Language Standards. (1.2) A new action plan has been sent to ILGs with version control. April 2022 Update - It has been agreed the Welsh Language Group will be a Steering Group and not a formal committee of the Board. The documentation will be reviewed to reflect the status of the group. The first meeting of the WL Steering Group will be arranged for late May 2022.
CHC and FNC 1.1	Feb-22	Reasonable	1.1a Existing procedure documents and assessment forms, including those that are in draft format, should be reviewed and updated to reflect the revised WG CHC Framework and any changes as a result of the new operating model in place within the Health Board. 1.1b Once finalised, management should ensure that they are accessible to all relevant staff and that staff are using the most up to date versions of the forms.	Medium	1.1a The CHC team are awaiting the release of the new Welsh Government CHC Framework, launch date due in February 2022 with an implementation date of 01.04.2022. All existing documentation and assessment forms will be reviewed and updated to reflect the revised WG CHC Framework, in readiness for implementation. 1.1b The CHC team will ensure that all reviewed, updated documents, following the implementation of the WG CHC framework in April 2022, will be accessible for all staff via the designated CHC page on the CTMUHB intranet site, to ensure staff are using the most current version of the forms.	Chief Operating Officer	Lead Nurse for CHC Apr-22 and NHS Funded Care		Now July 2022	In progress	In progress	June 2022. The work to align the documentation with the new CHC Framework commenced in March and will be completed by end of June. There are weekly working group meetings to address the various aspects of the new CHC Framework to ensure that the process is compliant and transparent making transition from the old to new Framework is smoother for all our staff and patients. The working documents and associated processes will be uploaded onto CTM UHB Intranet Site by mid July.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 1.2	Feb-22	Reasonable	1.2 A terms of reference for the Clinical Service Group Panels and Integrated Locality Groups panels should be put in place to set out the roles of each panel, their decision-making responsibilities and membership and quoracy arrangements. When developing the ILG panels terms of reference, consideration should be given to decision making powers of the panel when they are making funding decisions on behalf of another ILG for cases where the individual does not reside in their ILG area.	Medium	1.2 • Clinical Service Group Terms of Reference are in draft and are to be finalised by March 31st 2022, to include decision-making responsibilities, membership and quoracy arrangements. • Integrated Locality Group Unit Panel Group Terms of Reference will be reviewed and updated in line with the CSG ToR above and will be approved by March 31st 2022.	Chief Operating Officer	Lead Nurse for CHC Mar-22 and NHS Funded Care		Now July 2022	In progress	In progress	June 2022 Update. Terms of Reference have been updated, reviewed and are awaiting final sign off.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 1.3	Feb-22	Reasonable	1.3 The CHC Financial Control Procedure should be reviewed by the finance team in conjunction with the CHC team and updated to reflect current processes and set up within the Health Board.	Medium	1.3 The Finance Team will review the Financial Control Procedure (FCP) in line with any changes identified in the new CHC Framework. The updated FCP will be an agenda item at the Audit Committee and a further review date agreed.	Chief Operating Officer	Finance Manager CHC/Finance Manager Commissioning and Contracting	May-22	Now August 2022	In progress	In progress	June 2022. Colleagues from Finance have been approached to provide an update on the new Finance Control Procedure.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 2.1	Feb-22	Reasonable	2.1a Where possible, and in line with the FNC framework, management should ensure that case reviews take place three months after the placement has started and evidence of this should be retained on the case file. 2.1b The review of nursing assessments should take place promptly to ensure, where possible, funding is agreed ahead of placements commencing. Once agreed, the CHC team should be informed as soon as possible in order for records to be updated and payments to be made.	Medium	2.1a The CHC Management Team will enhance current practice to ensure that all NHS Funded Nursing Care placements in a care home setting will be completed within a three month period in line with the National Policy (Covid restrictions may need to be taken into account) This will include: • Annual timetable and monthly review lists which will be shared with all nurse assessors for action. • Audit cross check of the monthly review lists will take place at the end of every month, by the FNC administrator and the Nurse assessor team, prioritising any breaches. 2.1b The CHC Admin Team will ensure that all NHS FNC applications are scrutinised by a Registered Nurse for approval prior to admission. Process to be developed with the Responsible Individual (RI) of each independent Care home, to ensure weekly return forms are completed and returned in a timely manner to notify of all new admissions, to enable timely payments.	Chief Operating Officer	2.1a and 2.1b Lead Nurse for CHC and NHS Funded Care 2.1b NHS Nursing Homes Co-Ordinator	2.1a February 2022 2.1b March 2022 2.1b February 2022		Completed	Completed	June 2022 Update. Majority of vacancies now filled and redeployed staff returned to Team. End of covid restrictions within care homes have now been lifted allowing the Nurse Assessors free access to undertake assessments. Annual Timetable and Monthly Review Lists have been reestablished and six weekly meetings with Nurse Assessor Teams arranged where updates are discussed to ensure compliance.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 3.1	Feb-22	Reasonable	Key documents, such as the nursing assessment form, should be fully completed, and copies of forms should be retained on file. Where forms need to be retained by the care home, the CHC file should include information that confirms the relevant forms have been completed and seen by the team.	Medium	All funding applications will be reviewed for quality assurance and evidence of any referenced documentation that is kept within the care home records will be noted and documented on the Nursing Assessment. All documentation will be stored in Patient Folders at initial point of funding application. This has been reinforced with all departments in monthly admin meetings.	Chief Operating Officer	Lead Nurse for CHC Mar-22 and NHS Funded Care	Mar-22		Completed	Completed	June 2022 Update. All documentation including Mental Health Files are stored in Shared Patient Folders.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.



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CHC and FNC 3.2	Feb-22	Reasonable	Consideration should be given to the purpose of the Quality Assurance form and then a decision made regarding its use in new applications and review cases. Where possible a consistent approach should be applied. The approach adopted should be reflected in the CHC process documents.	Medium	The Quality Assurance document and process will be discussed, reviewed and amended accordingly in February 2022, in line with the new CHC Framework, and recent Audit findings.	Chief Operating Officer	Senior Nurse Continuing Health Care and FNC/NHS Nursing Homes Co-Ordinator	Mar-22		Completed	Completed	June 2022 Update. Quality Assurance documentation has been reviewed and implemented. We are developing an internal audit process to ensure consistency.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 4.1	Feb-22	Reasonable	All relevant documentation for each case should be held centrally to allow access by all relevant parties and for inclusion in the packs of information that are used at panel meetings.	Medium	All Patient folders are stored centrally and now via electronic means. We will develop simple flowcharts to provide staff with clear guidance in how to store and access the relevant information within the central Patient Folders.	Chief Operating Officer	Lead Nurse for CHC and NHS Funded Care	Mar-22		Completed	Completed	June 2022. Complete and disseminated.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 4.3	Feb-22	Reasonable	Evidence of approval should be retained with the approved panel document converted to a PDF format to prevent changes post approval.	Medium	Financial Scheme of Delegation for all cases will be saved in PDF Format to email for authorisation. The team will be provided access to edit PDF Documents to achieve this.	Chief Operating Officer	Lead Nurse for CHC and NHS Funded Care	Mar-22		Completed	Completed	June 2022. Complete and filed appropriately.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 4.4	Feb-22	Reasonable	As the authorisation to approve cases between £50k to £150k has been delegated down from Executive Director of Nursing, it should be established if during periods of absence by the Bridgend Nursing Director, can cases be escalated back to the Executive Director of Nursing. If the scheme of delegation does not allow this, alternative arrangements should be put in place.	Medium	All approved signatories will need to identify a delegated representative to cover annual leave and sickness, and register these individuals with the central CHC team for completion of the CHC process and financial sign off, in line with the scheme of delegation.	Chief Operating Officer	Lead Nurse for CHC and NHS Funded Care	Mar-22		Completed	Completed	June 2022 Update. Completed.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 5.1	Feb-22	Reasonable	The importance of accurately capturing information and decisions within panel documentation and then accurately transferring that information to the NCC and finance databases should be re-iterated to all staff.	Medium	Review and amend processes to ensure the information from Panel is accurately reflected and transcribed to both the NCCD and Finance Database. The FNC administrator will perform quarterly random sampling to demonstrate compliance.	Chief Operating Officer	Lead Nurse for CHC and NHS Funded Care		Now July 2022	In progress	In progress	June 2022. Information from Panel is now accurately reflected. The first quarterly sampling will commence July 2022.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.



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CHC and FNC 5.3	Feb-22	Reasonable	More collaborative working between the CHC and finance teams should be explored in order to try and remove some of the inefficiencies in the current working practices. For example, if the finance database was updated more regularly and became a live document, that would negate the need for some invoices to be placed on hold each month. Also, if the CHC team shared the deaths and discharges data with the finance team, this would negate the need for the finance team to have to search for this information within the NCC database.	Medium	Introduce quarterly Finance Meetings with the CHC team to discuss and resolve presenting issues and improve working practice for all parties. Death Reports to be added to ILG Panel Sheets on a monthly basis to enable financial records to be updated in a timely manner.	Chief Operating Officer	Lead Nurse for CHC and NHS Funded Care	Mar-22		Completed	Completed	June 2022 Update. Meetings have been convened and scheduled quarterly into diaries.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 6.1	Feb-22	Reasonable	The Invoice Query Log should be developed further so that it becomes a more effective document for the CHC team to use. It could be used to help identify what the key themes and trends are and escalating common reasons will help prevent them reoccurring. This could be reported and discussed at the fortnightly 'Query Log' meeting that takes place with the CHC team, procurement, and finance.	Medium	Review and develop the Invoice Query Log with Finance and Procurement teams to ensure that the log provides evidence of effectively resolving and reducing queries.	Chief Operating Officer	Lead Nurse for CHC and NHS Funded Care	Apr-22	Now July 2022	In progress	In progress	July 2022. This is undertaken in the quarterly meetings with Finance Team. Escalation process is being put in place to resolve queries.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 6.2	Feb-22	Reasonable	Management should feedback to staff the importance of completing the Financial Signoff Form in full, particularly around identification of the lead (Health Board or Local Authority), the agreed split of costs between those parties, and the categorisation of the case.	Medium	Completion and use of the FSO will be reviewed, providing necessary training, in line with the new CHC framework to ensure that the NCCD and the Financial Database reflect accurate details to enable timely payment of invoices, reduce queries and minimise payment delays.	Chief Operating Officer	Lead Nurse for CHC and NHS Funded Care	Mar-22		Completed	Completed	June 2022. Financial Sign Off is being discussed within the weekly meetings under quality assurance and training.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
CHC and FNC 7.1	Feb-22	Reasonable	7.1a A review of the access to the CHC patient folders saved on SharePoint should be undertaken to confirm only those requiring access have it. 7.1b Periodic reviews should take place going forward to ensure access levels remain accurate, especially in relation to staff who may no longer work in this area.	Medium	7.1a The team will develop a process with IT advice to review and amend access to the CHC shared drive by designated named staff, on a bi annually basis. 7.1b See 7.1a	Chief Operating Officer	Lead Nurse for CHC and NHS Funded Care	Feb-22		Completed	Completed	June 2022. A list of individuals who require access has been sent to IT.	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
PCH GOV 3.1	Feb-22	Reasonable	The project board arrangements should be reviewed to ensure that arrangements are sufficient during periods of significant competing pressures for staff.	Medium	Accepted and will be addressed.	Director of Finance	Senior Responsible Officer	May-22		Completed	Completed	June 2022 Update - Requirements for attendance reiterated both at Project Board and when issuing invitations and papers beforehand.	April 2022 update - Project Board 28/2/22 reiterated the importance of attendance and the need to send a delegate if members cannot attend. This message is to be restated upon the issue of subsequent Project Board papers and attendance monitored.



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IT Service Management Follow Up 01	April 2022	Reasonable	The problem management process should be formalised and an SOP developed.	Medium	The new Head of Service Management post is currently out for advert and this will be picked up by the new appointment	Director of Digital	Head of Service Management	01.08.2022			In progress	June 2022 Update - The new Head of Service Management commenced in post in April 2022. As at the beginning June the content of the SOP has been produced in draft format and will be consulted on by members of the digital team with a view to adoption at the start of August 2022.	
IT Service Management Follow Up 02	Apr-22	Reasonable	The knowledge management processes should be finalised.	Medium	This will be a piece of joint working between the new Head of Service Management and the Head of End User computing	Director of Digital	Head of EU Head of Service Management	01.08.2022			Completed	June 2022 Update - Propose to close. A knowledge base has been established and is being tested using the WNCR documents. The 'structure' of the knowledge base is intended to enable it to hold documents for the entire service catalogue. These will incorporate disaster recovery, business continuity, service on boarding documents and videos, user guides and 3rd party contacts. The Knowledge Articles themselves can be linked to specific incidents and service requests within our Service Point ITSM tool, which will drive a higher "first time fix", where end users are able to get issues resolved at the first point of contact with ICT.	
IT Service Management Follow Up 03	Apr-22	Reasonable	The process of clarifying and agreeing digital services with the wider organisation should be completed.	Medium	The new Digital Director will be working with the Head of Service Management feeding back responses from the service	Director of Digital	Head of Service Management Director of Digital	01.09.2022			In progress	June 2022 Update - SLAs, Recovery Point Objective (RPO) and Recovery Time (RTO) figures will be agreed for each service as we establish and improve our documentation, service onboarding and management of services. This will be run in parallel with the development of the knowledge base but given the capacity and competing pressures	
Digital Strategy 02	Apr-22	Reasonable	The impact of not delivering on the Digital Strategy items on the wider Health Board objectives and transformation should be fully articulated and reported to Committee.	Medium	The UHB is in discussion with WG around the wider organisational environment and financial position and will not be submitting a 3-year IMTP this year. Until these discussions are concluded the short and medium term risks relating to non-delivery of the digital strategy and the impact that these have on the wider HB objectives are less clear. As such the digital team will continue to present risks to the Digital & Data Committee following existing risk management processes. It is important to note that the Health Board has developed a new Board Assurance Framework which includes an overarching strategic risk for Digital and Data. This will evolve during the remainder of 2022/2023. A core action is to finalise the articulation of this risk - this will be completed in Quarter 2 of 2022/2023	Director of Digital	Director of Digital	Qtr 2 2022/2023			Completed	June 2022 Update - Propose to close. Risk has been reviewed and developed and will be presented to the Digital & Data Committee.	
Digital Strategy	Apr-22	Reasonable	3.1. Work should continue to ensure benefits are fully defined within business cases, along with a baseline position and a process for benefits realisation. 3.2 Consideration should be given to defining an overall benefits position for the Digital Strategy.	Medium	All moderate to major digital developments now require a business case and are subject to a degree of scrutiny which incorporates not only the anticipated benefits but the process by which these benefits will be measured and actions taken where there is limited delivery. In regards to overall benefits measuring, the UHB is committed to ensuring that this is incorporated within the WG digital and data strategy and that there is alignment to the Value Based Health Care Programme. In addition to this, the Health Board is currently reviewing its operating model and there is an opportunity to re-align and strengthen the relationship and ways of working between major digital developments and the change hub where the majority of capacity for programme and project management, service change and benefits management. This review is planned to be complete by the end of September 2022	Director of Digital	Director of Digital	Qtr 3 2022/2023			In progress	June 2022 Update - Operating model phase 1 nearing completion, 2nd stage yet to commence.	



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Innovation & Improvement 01	Apr-22	Reasonable	A more detailed remit specific to the PMO should be drawn up and shared internally with PMO staff and all stakeholders across the organisation. This could be in the format of a vision or mission statement and should include a clear description of the purpose and role of the PMO in supporting projects. The involvement of PMO staff in drawing up the remit may help ensure 'buy-in' from all staff and help ensure that PMO staff are working towards the same goals.	Medium	The ICTM Business plan was shared with and ratified by the Senior Leadership Group on the 16/02/2022. The business plan details the overall vision of ICTM and specifically highlights the purpose and role of the PMO and the three-year plan aligned to the organisation's strategic goals. The business plan was presented to the PMO team by the Director of Innovation and Improvement and the Head of the PMO/Change Hub at the planned workshop on the 25/02/2022. The plans have already been discussed within previous team meetings and the workshop on the 25/02/2022 provided a further consultation platform and consideration of the transformative changes required in order to fully develop the change hub function as described in the business plan.	Director of Nursing	Head of Change Hub / PMO	Completed		Completed			
Innovation & Improvement 02	Apr-22	Reasonable	2.1 The Health Board's overall risk appetite should be taken into account when considering projects for approval. 2.2 The Health Board should consider setting a separate risk appetite for projects that would enable riskier but innovative projects offering higher business rewards to be undertaken.	Medium	2.1 To be considered as part of the Project Proposal report submitted to the IIB in line with the new corporate standards for assessing organisational risk appetite. The Health Board's Risk Appetite Statement is currently being reviewed at a Board Development Session in February 2022, the revised approach aims to ensure that the Health Board's risk management framework harnesses the activities that identify and manage uncertainty, allows it to take opportunities and to take managed risks not simply to avoid them, and systematically anticipates and prepares successful responses. The Risk Appetite Statement once approved by the Board will be incorporated into Project Planning. 2.2 The revised Board Risk Appetite incorporates innovation, affording associated activity such as 'technological advances' as an open risk appetite. The various levels of appetite will be applied to projects according to the nature of the project desired outcomes.	Director of Nursing	Head of Change Hub / PMO	Apr-22		Completed	June 2022 Update: 2.1 It has been agreed between the Change Hub and the Assistant Director of Governance & Risk that the corporate risk appetite will be considered as part of the 'Risk Reduction' element of the Change Hub Project Prioritisation and Proposal process. Any changes to the corporate risk appetite will be reflected in the weighting of the Prioritisation and Proposal process. Change Hub Prioritisation Process and PID Template amended accordingly IMPLEMENTED 2.2 Assistant Director of Governance & Risk advises that the revised Corporate risk appetite does now make allowances for innovation. Change Hub members advised accordingly. IMPLEMENTED		
Innovation & Improvement 03	Apr-22	Reasonable	A more consistent approach to the recording of the management of risks should be adopted for all projects.	Medium	Agreed. We will finalise and implement a standardised framework which aligns with CTM UHB's standard risk management approach and structure across all the projects and programmes the PMO supports.	Director of Nursing	Head of Change Hub / PMO	Apr-22		Completed	June 2022 Update: Risk Management training has been delivered recently to PMO staff, and arrangements for refresher training is in place with corporate risk management team. A standard Risk Management approach has been implemented by the Change Hub which aligns with the CTMUHB corporate risk framework (including a proposal to incorporate Datix as a risk management tool to support integration and escalation). IMPLEMENTED		
Innovation & Improvement 04	Apr-22	Reasonable	A criterion for the escalation of risks for inclusion in the Health Board's Organisational Risk Register should be drawn up and appropriately approved.	Medium	The PMO will adopt the Service to Board Escalation process outlined in the Health Board's Risk Management Procedure for all projects and programmes.	Director of Nursing	Head of Change Hub / PMO	Apr-22		Completed	June 2022 update: The Service to Board Escalation process (Corporate Risk Strategy Document Appendix 3) has been shared with the Change Hub / PMO staff and will be adopted for all projects and programmes. The Service to Board Escalation process applies to significant risks raised within a project where there is a risk to the Health Board achieving its strategic objectives. The current threshold for risks being highlighted to the Organisational Risk Register is a rating of 15. It is proposed that the PMO will utilise the Datix Risk Management Software going forward which supports escalation to the Assistant Director of Governance & Risk of risks that require highlighting to the Board. A Risk Management Plan recently used in an Improvement Programme within the Health Board is looking to be rolled out across the Change Hub / PMO as an example of best practice for implementation in future programmes and projects. The Risk Management Plan clearly articulates the commitment to risk management and the alignment to the Organisational		
Innovation & Improvement 06	Apr-22	Reasonable	There was evidence that the impact on the quality of services being delivered is being assessed and monitored for some projects, but not all. The PMO should consider the use of a Benefits Tracker, for all projects, as used on the Outpatient Transformation Programme.	Medium	Agreed. Appropriate benefits realisation trackers will be developed and implemented for all projects and programmes. Measures will be identified in the PID and developed throughout the project, the closure process and benefits detailed in the post implementation reviews.	Director of Nursing	Head of Change Hub / PMO	Jun-22		Completed	June 2022 update: Benefits trackers are now part of the suit of change hub paperwork to be completed for all projects and programmes. This is also sighted in both large and small PID templates & guidance.		



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Innovation & Improvement 07a	Apr-22	Reasonable	The standard small - medium sized PID template should be amended to incorporate a section to record sign-off / approval	Medium	Agreed. The document will be amended to include appropriate configuration management and approval status.	Director of Nursing	Head of Change Hub / PMO	Mar-22		Completed	Completed	June Update: Implemented - PID's amended to include appropriate configuration management and approval status.	
Innovation & Improvement 08	Apr-22	Reasonable	Lessons learned from completed projects should be more widely shared and disseminated amongst PMO staff.	Medium	Agreed. A paper will be taken to the IIB detailing the incorporation of lessons learnt within the standard project framework and suggested mechanisms for accessing the learning for the PMO and the wider health board including the Community of Practice	Director of Nursing	Head of Change Hub / PMO	Mar-22	Now July 2022	In progress	In progress	June Update: A paper detailing the lessons learned approach will be submitted to the July IIB. A lessons learned repository is being created on the website and will initially be available to the team and in future non-sensitive material will be available to the health board and Community Of Practice members	
Innovation & Improvement 09	Apr-22	Reasonable	The PMO status update report provided to the IIB should be a comprehensive, stand-alone document that provides a full update of the status of each programme and project at a given point in time. The report should be further developed to incorporate additional information including an indication of how far behind a programme or project is where it is not 'green', the direction of travel, and what actions are planned to get the programme / project back on track.	Medium	Agreed. Highlight reports will be developed for each of the key programmes / projects on the IIB portfolio which is supported by the PMO / Change Hub and incorporated into a holistic status update report.	Director of Nursing	Head of Change Hub / PMO	May-22		Completed	Completed	June Update: Implemented - this is now being taken forward for each of the IIB meetings.	
PCH Financial Management 01	Apr-22	Reasonable	The VAT reclaim amount should be clearly defined subject to WG approval at the cost reporting.	Medium	Noted and communicated to the Cost Advisor and Project Manager to state in their reports.	Director of Finance	Responsible Officer PCH Construction Programme	Jul-22		Completed	Completed	June 2022 Update - Instruction communicated to Project Manager and Cost Advisor for compliance.	
PCH Financial Management 02	Apr-22	Reasonable	2.1 The Project Board should affirm (or otherwise) their approval of the higher value unsigned changes issued to date - based on existing schemes of delegation. 2.2 The change tracker should be updated to include the source of funding for each change (e.g. contingencies, provisional sums, other). 2.3 Provisional sums should be monitored against their allocations - to allow benchmarking of costs.	Medium	2.1 - Agreed. Discussed at Project Board on 23/03/22 and to be addressed. 2.2 - Noted and communicated to the Cost Advisor and Project Manager. 2.3 - Actioned since audit fieldwork by the Financial Review Group	Director of Finance	Responsible Officer PCH Construction Programme	Jul-22		Completed	Completed	June 2022 Update - 2.1 Actioned. The higher value, unsigned Project Issue Forms, issued prior to the appointment of both the present Senior Responsible Officer and Responsible Officer, have now been endorsed by Project Board. 2.2 Actioned. Change control identifies source of funding.	



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PCH Financial Management 03	Apr-22	Reasonable	3.1 Advisers will be requested to demonstrate greater quality assurance at issued reports. 3.2 The Project Board reporting should be streamlined to cover key aspects.	Medium	3.1 - Agreed and communicated to the Cost Advisor and Project Manager. Will be monitored. 3.2 - Noted. Discussion commenced regarding reporting format and content required by Project Board.	Director of Finance	Responsible Officer PCH Construction Programme	Jul-22		Completed	Completed	June 2022 Update - 3.1 Concern was communicated to the Project Manager (Gleeds). Preview meetings undertaken ahead of publishing monthly report have realised a reduction in errors in the report. 3.2 Discussion held at Project Board regarding the level of detail presented in reports tabled. It was felt that the present depth of reporting was appropriate for a scheme of such complexity to highlight the significant issues, with greater detail accompanying in Appended documents for interrogation if required.	
PCH Financial Management 04	Apr-22	Reasonable	At the next formal review of the risk register, key financial risks should be reviewed to determine whether they can be proportionately reduced to reflect works completed to date.	Medium	Agreed. Recommendation conveyed to Project Manager for addressing at next Risk Register review.	Director of Finance	Responsible Officer PCH Construction Programme	Jul-22		Completed	Completed	June 2022 Update - Risk reduction meeting undertaken on 25/05/22 where the value of some risks were reduced to reflect the progress of the project.	
PCH Financial Management 05	Apr-22	Reasonable	Lessons learnt from the experiences of the Capital Resource Limit (CRL) for 2021/22 should be demonstrated in determining the 2022/23 CRL.	Medium	Actioned since audit fieldwork.	Director of Finance		Completed		Completed	Completed		
PCH Financial Management 06	Apr-22	Reasonable	6.1 All signed deeds should be obtained. 6.2 Resolution is required on under-claimed costs and anomalies to date	Medium	6.1 Noted. Request made to SCP for signed Joining Deeds. 6.2 Actioned since audit fieldwork, the variance now stands at £14k.	Director of Finance	Responsible Officer PCH Construction Programme	Jul-22		Part Completed	Completed	June 2022 Update - 6.1 Further Joining Deeds received. Some awaited.	
Overtime & Additional Hours 1.1a	May-22	Reasonable	1.1a If the Health Board acknowledges that there are occasions when overtime and additional payments may need to be made outside of the AFC terms and conditions, then the process should be documented.	Medium	The UHB Executive Leadership Group (ELG) will be responsible for approving the rare occasions when overtime and additional payments may need to be made outside of the AFC terms and conditions of service The discussion and decision will be formally documented via the ELG meeting notes. The other rare and less likely situation is when an agreement has been struck across Wales to cover extreme circumstances. This agreement would be undertaken at the All-Wales Workforce & OD Directors Group and endorsed by the UHB ELG.	Director for People	Director for People	As and when requests are made		In progress	In progress		



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Overtime & Additional Hours 1.1b	May-22	Reasonable	Given the time and events that have passed, a reminder should be issued to all senior managers in relation to the Overtime and Additional Hours Policy, including the authorisation process to follow if payments outside of AFC are necessary.	Medium	The Workforce Policy Review Group will ensure that this is included in the policy and that the current and future versions of the Overtime Policy are shared with the managers within the UHB. The current policy is available via the intranet. Further communications will be sent out in the Staff Bulletin and via the ILG Heads of Workforce briefing, with the senior management Team and cascaded to managers on their email distribution lists.	Director for People	Head of Workforce Productivity and eSystems / Assistant Director of Policy, Governance and Compliance	Jun-22			In progress		
Overtime & Additional Hours 1.2	May-22	Reasonable	Procedure documents in relation to overtime should be developed and made available to those areas that do not currently use Health Roster. The procedure should cover key points such as how overtime is captured and any prior authorisation required, and the checking and authorisation process that managers should follow. A standardised claim form should form part of the procedure.	Medium	There currently is guidance contained in the Overtime Policy directing managers on overtime use and application. The WPRG will undertake to review this policy to ensure that it is fit for purpose and reflects the requirement of the audit recommendation.	Director for People	Assistant Director of Policy, Governance and Compliance	Nov-22			In progress		
Overtime & Additional Hours 2.1	May-22	Reasonable	The value and practicality of using the overtime authorisation checklist should be reviewed. Consideration should be given to alternative approaches for capturing the justification and authorisation of overtime in advance of it being worked. For example, in some instances, it may be more efficient to have one justification checklist completed and approved per department but reviewed periodically.	Medium	The Overtime Policy review will be undertaken by the Workforce Policy Review Group (WPRG), in partnership with local trade union colleagues and key stakeholders. The revised Overtime Policy will set out the new, more practical approach for capturing the justification and authorisation of overtime in advance of it being worked in accordance with the Audit recommendation. Provision will be made within the revised Overtime Policy to address both circumstances i.e. consistent use of overtime and occasional use, ensuring that clear guidance is provided on how to manage both in Health Roster and outside of Health Roster.	Director for People	Assistant Director of Policy, Governance and Compliance	Nov-22			In progress		
Overtime & Additional Hours 2.2	May-22	Reasonable	If the approach to using the overtime authorisation and justification checklist is to be consistently used in the future, then the information being captured should be reviewed and scrutinised in order to understand the underlying reasons for use of overtime and to aid the development of plans to address those issues.	Medium	The revised Overtime Policy will outline the responsibility of the Workforce Efficiency Team to regularly review and analyse the overtime authorisation and justification checklist data to provide the UHB with intelligence on the reasons for overtime, which will assist the organisation to review and development the Workforce Plan to address the identified issues. The Workforce Efficiency Team will explore alternative more practical approaches for capturing the justification and authorisation of overtime in advance of it being worked in accordance with the Audit recommendation. This work will be undertaken in parallel with the review of the Overtime Policy, to ensure this process is reflected within. The new process will form the basis of a clear and auditable overtime justification and authorisation process.	Director for People	Assistant Director of Policy, Governance and Compliance /Head of Workforce Productivity and eSystems	Nov-22			In progress		
Overtime & Additional Hours 3.0	May-22	Reasonable	A standardised claim form for capturing overtime and additional hours should be in place, that incorporates the requirement for individuals to confirm the hours they have worked, and for management to authorise the claim ahead of input on pay return. Claim forms also need to be clear about the need to capture time net of breaks.	Medium	A single standardised claim form, for the use in all non-health roster areas will be developed by the WPRG and contained within the Overtime Policy, for all areas of the UHB to access and use. The form will be based on the standardised NWSSP Payroll form for overtime and additional hours claims, which will contain information on the shift worked, the date, time, rate of pay and who has approved and authorised the payment. Once the Overtime Policy is reviewed and ratified all former UHB overtime forms in circulation and use will be withdrawn (removed from SharePoint etc.) and Payroll instructed to only accept and process the new standard form for payment.	Director for People	Head of Workforce Productivity and eSystems	Nov-22			In progress		



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Overtime & Additional Hours 4.0	May-22	Reasonable	Now that all Covid related agreements for payment of higher overtime rates have concluded, a review of payroll data should be carried out to identify departments that are continuing to pay staff outside of the AFC terms and conditions. Payroll codes set up specifically for such payments should be closed to prevent usage. Where it identified that payments outside AFC remain, discussions should be held with the departments to ascertain the reasons why. If necessary, the appropriate procedure should be followed to obtain authorisation in line with the scheme of delegation to continue with such payments.	Medium	Review of Payroll Overtime enhancement codes undertaken by Head of Workforce Productivity and e Systems with an NWSPP Payroll manager to ensure all non AFC payroll codes are closed immediately. The revised overtime policy will set out that all overtime and enhanced payments will be paid only in accordance with AFC. Should a department wish to deviate from these arrangements a discussion must take place with Executive Director for People.	Director for People	Head of Workforce Productivity and eSystems Assistant Director of Policy, Governance and Compliance	July 2022	November 2022		In progress		
Consultant Job Planning Follow Up 3.1	May-22	Reasonable	The new e-job planning guide should be updated to reflect the Health Board's position in respect of the recording of personal outcomes within job plans, and also the recording of Health Board, service or directorate outcomes. The Health Board should ensure that the revised job planning training materials include appropriate guidance on the recording of outcomes within job plans, in line with the e-job planning guide.	Medium	Development of and management of outcomes in job plans is a priority area of work for the Medical Director's team. This work has been assigned to the Assistant Medical Director (AMD) for Workforce to complete the framework of how this will be achieved. This will then be incorporated into the suggested documentation and training.	Medical Director	AMD for Workforce	Sep-22			In progress	June 2022 Update - In progress - on target for September 2022 completion	
Consultant Job Planning 4.1	May-22	Reasonable	The discrepancies identified by management following their review of Anaesthetics SAS Doctors paper-based job plans and the e-job planning system should be resolved.	Medium	A paper dealing with the pay / job plan issue for the anaesthetics SAS doctors in PCH and RGH has been submitted to the Medical, Finance and HR Directors. A formal response directing action will be issued.	Medical Director	Medical Director	May-22	Now May 2023		In progress	June 2022 update - We have reviewed the situation. With a change in the new structure of the Health Board there will be a need to align specialties across the Health Board so there is an equitable JP approach. As such this issue will be part of that resolution. In the interim the current process that works will be maintained using an excel approach. Compliance can be monitored and reported by the CSG.	
Consultant Job Planning Follow Up 5.1	May-22	Reasonable	Residual work in relation to the principals of the ADH rate card and its subsequent approval should be completed.	Medium	A paper discussing the principles on which a rate card will be developed has been submitted to Director of People. Agreement of these principles will then result in the engagement of interested parties to develop the rate card.	Director for People	Director for People	Dec-22			In progress		
NIS Directive 1.1 and 1.2	May-22	Reasonable	1.1 Management should have plans in place to map other critical systems to the CAF. 1.2 Management should ensure that any records of discussions and information pertaining to the CAF are captured for future annual self-assessments.	Medium	Agreed A process for baselining and ensuring that all critical systems that the UHB actively supports have cyber and data protection improvement plans plus documented backup and disaster recovery programmes has been agreed and initiated. The UHB will be taking a pragmatic approach in that the documentation will incorporate that required to operationally support the systems and provide on-call services. Incident response and business continuity plans already in place in the clinical services will be attached to these documents within a central 'asset register / service catalogue'	Director of Digital	SIRO, Head of Server Management & Head of Clinical Systems	Commenced 9th May 2022			In progress	June 2022 Update - On track - Development programme initially focus on 20 critical systems working to have in place a target knowledge base established and has made fast progress, as pragmatic approach of enhancing operational documents rather than creating separate information taken	



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NIS Directive 2.1	May-22	Reasonable	Management should ensure that the improvement action plan is further developed to avoid delays in implementation.	Medium	Management response: The final quarter of 2021/22 was used by the UHB to implement numerous improvements to the digital estate which incorporate improving our cyber posture, in line with our existing outline cyber improvement plan and the requirements of NIS-D. A costed schedule of cyber improvements has been provided and is being considered by the board as part of our overarching annual plan. The overarching plan will be a living document and will increasingly have timescales, actions and responsible individuals added. This is considered a key requisite as the plan is dependent upon the wider NHS and also funding from DPIP (WG) which has been heavily reduced over the past 8 weeks due to forecast expenditure being greater than budget in other areas of the department.	Director of Digital	SIRO / Head of Server Management	High level action plan with dates and owners to be considered for approval by DDB in June 2022		Completed	June 2022 Update - Propose to close. Plan drafted and being further updated with ICO review findings -Being presented to DDC in June22 - will be refined further as a result of lessons learnt from cyber NIST practitioners course.		
NIS Directive 3.1	May-22	Reasonable	Management should ensure that the NIS-D is risk assessed and if appropriate, added to the relevant risk register.	Medium	The risk register is regularly refreshed, especially in light of the ever changing guidance being received from the NCSC as the environment develops relating to the Russian invasion of Ukraine.	Director of Digital	SIRO & Head of Server Management	May-22		Completed	June 2022 Update - Propose to close. Approach being undertaken to identify all assets in line with cyber improvement plan. Risks are described at a high level however further work required at individual asset level. This will be covered by the NIS-D improvement plan.		
Health & Safety Management 06	Aug-20	Reasonable	The templates currently being used to undertake annual Health and Safety reviews should be reviewed to ensure they accurately reflect the Health and Safety issues within each department.	Low	The Health and Safety Team are developing an audit package for use across the CTMUHB. The package will provide assurance to ILGs and the Board that policies and procedures are being followed in all Service Group Wards and Departments. Once completed, the audit package will be presented to the Health, Safety and Fire Committee for approval.	Director for People	Head of Health, Safety & Fire	01/01/2021 31 May 2022	Now 01/07/2021 Trial Audit on Social Distancing completed August 2021. New completion date for audit package to be suitable for H&S Audits 31/01/2022 Now May 2022	Part Completed	APRIL 2021: An audit tool is being developed, taking learning from the social distancing audit tool developed. The package itself is developed, and by July we will have determined the key areas to be examined via the audit tool. This will be complete and ready to use by the end of July. A revised implementation date has been provided. July 2021 - Audit Package currently undergoing further testing due to some reporting issues on the AMaT system. SEPTEMBER 2021: The above audit findings were presented as a draft to the last Health, Safety and Fire Committee in September 2021. There are still some issues with the audit package producing an executive summary of the audit undertaken. The Health, Safety and Fire Team are in further discussions with the Clinical Audit Team and AMaT to resolve this. Whilst awaiting this system fix an audit programme is being set up and will be rolled out once the system fixes have been completed. November 2021 - No further update provided. April 2022 Update - Health & Safety Team has been working closely with Clinical Audit colleagues to determine whether the AMaT system could be used to capture audit information. The Team were now working towards a revised target date of end of May 2022 to complete this recommendation. April 2022 Update - Health & Safety Team has been working closely with Clinical Audit colleagues to determine whether the AMaT system could be used to capture audit information. The Team were now working towards a revised target date of end of May 2022 to complete this recommendation.		
Financial Systems 06	Apr-21	Reasonable	Management may want to consider creating a procedure, as it will help strengthen efficiencies, deliver best practice and more importantly it will provide added support should the department have new staff working in that area.	Low	Agreed. A manual for the fixed asset register will be created.	Director of Finance	Finance Manager	Sep-21	Now September 2022	In progress	July 2021 Update - Action on target to be completed by September 2021. September 2021 - No further update. November 2021 - No further update provided. January 2022 Update - Due to changes in post and the significant pressure on the team as a result of IFRS implementation and preparation for the new quinquennial revaluation this has been unable to be addressed. It is proposed that this is picked up post the year end audit process over the summer of 22/23 post IFRS 16 adoption. April 2022 - No further update to report.		
Facilities Directorate Review (Workforce Arrangements) Follow the Sunnyside Health & Wellbeing Centre	Aug-21	Reasonable	Both sites Work should continue in relation to the procurement of a more up to date portering management system that would allow the service to be delivered in a more efficient and effective manner.	Low	RGH / RTE and PCH / M&C 1. Work will continue to progress forward in view of managing rota alignment that will support service demands and pressures. This will be always flexible and open to change in view of changing service needs within the Hospitals. 2. A bid for funding for a new Porter Services IT management system solution (Symbiotic) has been submitted in the Facilities IMTP 2021-2022.	Chief Operating Officer	Facilities Regional Managers	Sep-21	Nov-22	In progress	June 2022 - no update available this month.	September 2021 - No further update. December 2021 update - plans for Facilities to review other Porter Management Systems year 2022. Procurement will support any tender process. Staffing resources will continue to be managed with services pressures and demands and flexibility to work with the rota. February 2022 Update - confirmation from Facilities that this is under continual review and the completion date remains November 2022. April 2022 Update - Date for completion remains November 2022.	
Sunnyside Health & Wellbeing Centre	Aug-21	Reasonable	Performance of relevant parties should be monitored appropriately	Low	As above although there will be a delay with the appointment of a new contractor.	Director of Finance	Senior Project Manager	Sep-21	Now January 2022 for Contractor only Now 31 March 2022 Now July 2022	In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - Complete for advisors but will not be complete for contractor until a new contractor is appointed. November 2021 Update - ongoing, awaiting contractor appointment. January 2022 Update - Update - this has been further delayed as a result of a need to extend the tender period. April 2022 Update - See above - project remains on hold whilst new contractor appointed	
Sunnyside Health & Wellbeing Centre 17	Aug-21	Reasonable	Management should instigate a process for formal review and sign-off of any further design changes with relevant parties.	Low	The Health Board already has in place processes for sign off of design by users and this process will be used in this scheme moving forward (also to be detailed in the Project Execution Plan).	Director of Finance	Senior Project Manager	Nov-21	Now 31 March 2022 Now July 2022	In progress	June 2022 Update - Still undertaking tender process expected to come to a close and the project to re-commence, as a result this document can commence re-drafting as soon as contractor known and WG have approved a cost uplift	September 2021 Update - Ongoing. November 2021 Update - to be completed this month. January 2022 Update - although technically this has been agreed it can not be fully implemented until the new contractor is back on site and appointed which will be at least March. April 2022 Update - See above - project remains on hold whilst new contractor appointed	
Integrated Locality Groups Review 05	Oct-21	Reasonable	Primary Care, Merthyr Cynon and Bridgend ILGs Management should ensure that all terms of references are reviewed, updated where applicable and then appropriately formally finalised.	Low	Primary Care, Merthyr Cynon and Bridgend ILGs - all terms of references will be reviewed and then formally finalised.	Chief Operating Officer	ILG Group Director	Dec-21	01/02/2022 Now June 2022	In progress	June 2022 update - final confirmation needed from BILG.	November 2021 Update - an answer will be available at the next meeting. February 2022 Update - PC confirms that this is the case, as does MC. Confirmation needed from Bridgend. April 2022 Update - No further confirmation - anticipated that it is complete, will be confirmed for next meeting.	
CAMHS Follow Up Governance & Risk 1.1	Dec-21	Reasonable	A structure diagram that shows the inter-relationship between each of the key committees and groups and any other groups within the Clinical Service Group, and how these feed into the ILG's governance arrangements should be documented.	Low	Flow chart will be produced to reflect current structure	Chief Operating Officer	Lead Nurse	Dec-21	Now June 2022 Now August 2022	In progress	June 2022 - LMTs have been asked to provide list of meetings in each area for CSGM to review. Revised approach to SMT/LMT meetings is being drafted to implement in June.	February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022 - New CSG Manager in post will review the structures and meetings and how these feed into the ILG structures	
CAMHS Follow Up Governance & Risk 2.2	Dec-21	Reasonable	When ToRs are reviewed, where there are no quoracy requirements for a group, consideration should be given to stating this in the ToRs. This will provide clarity over quoracy expectations.	Low	The ToR will be reviewed & updated to reflect quoracy requirements.	Chief Operating Officer	Lead Nurse	Dec-21	Now June 2022	Completed	June 2022 Terms of reference was reviewed and updated to include quoracy.	February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022- Terms of reference will be reviewed in next governance meeting and to include quoracy	
CAMHS Follow Up Governance & Risk 3.3	Dec-21	Reasonable	Concerns in relation to the new policy format should be formally fed back to the corporate team.	Low	Concerns regarding the new policy format highlighted with the Corporate Governance Team.	Chief Operating Officer	Lead Nurse	Dec-21	Now August 2022	In progress	June 2022 - CSG and Head of Nursing have met and discussed approach. Each LMT has been requested to update current policies and database established. Progress has been made with documents drafted and use of the templates. This will be discussed at Senior Nurse meeting on 14th June with an outline of timescales.	February 2022 Update - no permanent CSG Manager in post. Update will be available for the next meeting. April 2022 - Due to changes in nursing structure and gap in CSG Manager the progress on this action has been delayed. Head of Nursing and CSG Manager will meet in April 2022 to review actions outstanding and make a plan to address the review and publication of policies including any concerns regarding the new policy format	
CHC and FNC 2.2	Feb-22	Reasonable	Care should be taken when scanning and filing information to ensure that patient information is saved to the correct files to avoid possible GDPR breaches.	Low	Quarterly audits of the electronic patient folders have been implemented in response to the internal audit findings, to minimise the risk of any GDPR breaches.	Chief Operating Officer	NHS Nursing Homes Co-Ordinator	Jan-22	Now June 2022	Completed	June 2022 Update. Quarterly Audits being undertaken	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.	



Ref	Date added	Assurance rating	Recommendation	Priority	Management Action Agreed	Responsible Executive Lead/Management Lead	Responsible Management Lead	Original Agreed Implementation Date	Revised Implementation Date	Status	Progress	Updates during this period/Latest Update	Previous Updates
CHC and FNC 7.2	Feb-22	Reasonable	Management should ensure that all email correspondence is saved within the individual's personal files.	Low	CHC Team to develop an enhanced process around recording accurate decision making of Out of Panel Virtual Approvals and outcomes.	Chief Operating Officer	Lead Nurse for CHC and NHS Funded Care	Mar-22	Now June 2022	Green	Completed	June 2022 Update. Virtual Approvals are emailed to Generic CHC Inboxes	April 2022 Update - No update this month due to sickness of Lead Nurse. Anticipated that there will be more to report at the next meeting.
PCH GOV 1.1	Feb-22	Reasonable	The terms of reference of Project Board should be reviewed to be consistent with other project management documentation.	Low	Accepted and will be addressed.	Director of Finance	Responsible Officer for PCH Construction Programme	May-22		Green	Completed	June 2022 Update - Terms of Reference revised and accepted by Project Board.	April 2022 Update - Review commenced and ongoing.
PCH GOV 2.1	Feb-22	Reasonable	The PEP should be reviewed for consistency and updated as the primary reference document for the project.	Low	Accepted and will be addressed.	Director of Finance	Responsible Officer for PCH Construction Programme	May-22	Now August 2022	Red	In progress	June 2022 Update - PEP revised and issued to Project Management for publishing.	April 2022 Update - Review commenced and ongoing.
IT Service Management Follow Up 04	Apr-22	Reasonable	A process for monitoring the change process to ensure compliance with all the requirements of the process should be established.	Low	Will be reviewed by the Head of Service Management when in post	Director of Digital	Head of Service Management	01.08.2022		Yellow	In progress	June 2022 Update - Will be reviewed by the Head of Service Management once the 3 higher priority recommendations have been addressed	
Digital Strategy 01	Apr-22	Reasonable	A process to enable digital to contribute to the revision of the WG Digital Strategy for NHS Wales should be enabled, alongside contribution to the revision of Health Board Strategy and IMTP. Once these have been finalised, consideration should be given to updating the Digital Strategy to reflect the current organisational vision, objectives and priorities.	Low	Members of the UHB to take part in the steering group and WG strategy development meetings - A workstream will be developed to identify the digital plan for 'digitally' enabling the new strateg	Director of Digital	Director of Digital	Qtr 3 2022/2023		Yellow	In progress	June 2022 Update - Members of the UHB are taking part in the steering group and WG strategy development meetings, - engagement around digital requirements and the digital strategy has commenced	
Innovation & Improvement 05	Apr-22	Reasonable	The standard PID should record the link between the project and the organisation's strategic aims and objectives.	Low	Agreed. All PIDs will include a direct link between the project and strategic objectives.	Director of Nursing	Head of Change Hub / PMO	Apr-22		Green	Completed	June update: Implemented -prompt to link to strategic objectives has been embedded within the PID documents.	
Innovation & Improvement 10	Apr-22	Reasonable	Management should consider updating the standard PID document for small and medium projects to include clear expectations with regards to project closure.	Low	Project closure arrangements will be incorporated into the Small / Medium PID. The Project Closure will be agreed at Programme Board and the Programme Manager will be responsible for its conduct. Project Closure will include handing over the deliverables to CTMUB, realisation of benefits assessment, how improvements will be sustained in a 'business as usual' environment, releasing staff and equipment, and informing stakeholders of the closure of the project. A detailed report will be prepared by the Programme Manager and include lessons learnt through the life cycle of the programme.	Director of Nursing	Head of Change Hub / PMO	Jun-22		Green	Completed	June update: Implemented - small and medium projects now include clear expectations concerning project closure.	
Consultant Job Planning Follow Up 2.1	May-22	Reasonable	The e-job planning guide should be updated to include the requirement to factor in breaks to job plans.	Low	The eJP User Guide will be updated to include the requirement to take breaks	Medical Director	Senior Medical Workforce Manager	Sep-22		Yellow	In progress	June 2022 Update - In progress - on target for September 2022 completion	
Mass Vaccination Programme 01	Aug-21	Substantial	Consideration should be given in any future projects to ensuring that there is not over-reliance on a small number of individuals to be managing the programme on a day-to-day basis.	Low	The COVID vaccination programme has been established as part of the emergency response to COVID and learning from this will feed into the wider COVID learning. The continued requirements for COVID vaccination, mean that the project needs to be converted to 'business as usual'. A business case is being developed to create a core team for 2022/23.	Director of Public Health	Senior Responsible Officer for Vaccinations and Immunisations	Dec-21	Now February 2022 Now end of May 2022	Red	In progress		September 2021 Update - On track to be approved by December 2021 and in place by 1 April 2022. November 2021 Update - With constant changes to the COVID-19 vaccination campaign, clear planning assumptions have been challenging to develop. The National Programme is beginning to articulate high level assumptions, which will allow planning through the Health Board IMTP process and the development of a permanent Vaccination and Testing Department in 2022/23. January 2022 Update - With constant changes to the COVID-19 vaccination campaign, clear planning assumptions have been challenging to develop. The National Programme is beginning to articulate high level assumptions, which will allow planning through the Health Board IMTP process and the development of a permanent Vaccination and Testing Department in 2022/23. Draft plans will be presented to the Covid-19 Regional Strategic Oversight Board in February before further discussion with Welsh Government, in line with anticipated policy changes. March 2022 Update - A Business Case for a Joint Vaccination/Testing directorate under Exec leadership of the DPH was presented at Executive Leadership Group on March 21st. There was agreement on the model and approach proposed but it was the assessment of the Execs that given the funding requirement detailed in the BC and the context of the organisation's challenged financial landscape, the BC would need to be presented for Board discussion and decision in May 2022