

Datix ID	Executive Portfolio	Risk Domain	Risk Title	Risk Description	Controls in place	Action Plan	Assuring Committees	Rating (current)	Rating (Target)	Trend	Opened	Next Review date
4060	Finance. Procurement, Capital & Estates	Finance	Failure to ensure delivery of a viable balanced/break even 3 year integrated medium term plan	<p>IF: The recurrent deficit in 2020/21 is greater than the current plan of £13.4m.</p> <p>Then: The risk to achieving breakeven in 2021/22 and over the 3 year plan period significantly increases.</p> <p>Resulting in: Potential deficit in 2021/22 leading to qualification of the accounts and potential Welsh Government regulatory action.</p> <p>Recurrent deficit in 2020/21 is greater than planned.</p>	<p>Developing a more project and programmatic approach to planning and delivery, with focus on pipeline schemes as well as schemes in delivery. Including the development and implementation of the CTM Improvement Plans.</p> <p>Routine monitoring arrangements in place.</p> <p>Regular reporting to Management Board and Planning, Performance & Finance Committee and Board.</p>	<p>Ensuring that Financial Planning & Performance is embedded and developed aligned with the New Operating Model.</p> <p>Implement CTM Improvement and Value Based Healthcare.</p> <p>Timescale: 31.3.2021</p>	Planning, Performance & Finance Committee	20	12	↔	01/04/2013	18.11.2020
4154	Finance. Procurement, Capital & Estates	Finance	Financial Impact of Covid-19 (including Resetting CTM) on the 2020/21 In Year financial position.	<p>IF: The Health Board is unable to manage the operational revenue costs of addressing the pandemic and resetting programme within the available revenue and capital funding in 2020-2021.</p> <p>Then: The Health Board will breach its financial duties for 2020-2021.</p> <p>IF: Covid capital costs are not funded by the Welsh Government</p> <p>Then: The Health Board will breach its capital resource limit for 2020/21.</p> <p>Resulting in: Qualification of the accounts and potential regulatory action by the Welsh Government.</p> <p>Covid costs not managed within the resources provided.</p>	<p>Modelling of anticipated patient flows, and the resultant capacity requirements, workforce requirements and revenue and capital costs</p> <p>Financial modelling and forecasting is co-ordinated with planning and projecting of service impacts.</p> <p>Financial reporting to Welsh Government on projected and actual revenue and capital costs to inform central and local scrutiny, feedback and decision-making;</p> <p>Seeking feedback from WG on funding availability (both revenue allocations and Capital Resource)</p> <p>Oversight arrangements in place at CTM Resetting meetings and monitoring arrangements.</p> <p>Exploring internal sources of funding further (from slippage or re-direction of targeted WG funding including partnership funding).</p> <p>Monitored through the CTM Resetting arrangements.</p>	A key dependency is the development of granular resetting plans during 2021-2022.	Planning, Performance & Finance Committee	20	12	↔	05/05/2020	18.11.2020
4149	Director of Operations Bridgend Locality	Patient / Staff & Public Safety - Physical and /or psychological harm	Failure to sustain Child and Adolescent Mental Health Services	<p>IF: The Health Board continues to face challenges in the CAMHS Service</p> <p>Then: there could be an impact in maintaining a quality service</p> <p>Resulting in: recruitment challenges, long waiting times and impact to the implementation of the new model of care.</p> <p>Difficulties remain in recruiting key staff and new model of care being implemented; waiting times for specialist CAMHS and the new neurodevelopmental service remains challenging.</p> <p>Rationale for target score: Increasing demands being placed on the Core CAHMS Services resulted in long waiting times and the service was experiencing difficulties in</p>	<p>The Bridgend ILG Leadership Team have placed the service into Internal Enhanced Monitoring and Support:</p> <ul style="list-style-type: none"> • Improvement Plan developed • Weekly Monitoring • Additional Leadership Support • OD intervention 	CAMHS - Bridgend ILG currently reviewing the risk.	Planning, Performance & Finance Committee	20	9	↔	01/01/2015	18.11.2020
4070	Director of Operations	Patient / Staff & Public Safety - Physical and /or psychological harm	Failure to achieve the 4 and 12 hour emergency (A&E) waiting times targets	<p>IF: The Health Board fails to achieve the 4 and 12 hour emergency (A&E) waiting time targets.</p> <p>Then: The Health Boards ability to provide safe high quality care will be reduced.</p> <p>Resulting in: Compromised safety of patients, potential avoidable harm due to waiting time delays.</p> <p>Potential of harm to patients in delays waiting for treatment.</p>	<p>Consultant and middle grade gaps in RGH now filled.</p> <p>PCH DU report delivered and being enacted.</p> <p>PoW handover performance reviewed by DU & EASC/CASC team and being enacted.</p> <p>PoW/RGH/PCH provided full Safety and Dignity analysis to September QSR committee and Safety Briefing sitrep model and SAFER being rolled out across sites.</p> <p>Programme of improvement work with AM&ED, HR and Retinue teams to improve medical booking and staffing to raise shift fill (ADH initiative has been successful).</p> <p>Winter Plan in train through directorate and partners (RPB).</p> <p>Interim Site Management arrangements coming into place.</p> <p>Systems model in development.</p> <p>1) Clear discharge planning processes in place.</p> <p>2) Improvements in the patient flow and investments to support Winter planning.</p> <p>3) Stay Well At Home (SW@H) Service introduced and evaluated (6 month). Transformation funding will initiate Jan/Feb 2020.</p> <p>4) SW@H 2 developments and Enhanced Community Clusters being progressed through Transformation bid.</p>	<p>Update in progress - risk to be more quality focussed.</p> <p>Need to strengthen minors streams at DGH sites to sustain improved delivery of performance against the 4, 8 and 12 hour targets. Also variable practice across A&E departments.</p>	Planning, Performance & Finance Committee	16	12	↔	01/04/2013	18.11.2020

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4113	Public Health	Operational - Core Business / Business Objectives	Risk of interruption to service sustainability, provision & destabilising the financial position re: Brexit	<p>IF: the health board is impacted by a "no deal" Brexit.</p> <p>Then: there could be an interruption to service delivery.</p> <p>Resulting in: the inability to provide sustainable service delivery.</p>	<p>Full planning preparations aimed to be stood up in September. Due to these current developments and the Covid-19 Pandemic the risk has increased from that in previous planning periods.</p> <p>Gap analysis/risk assessment on Brexit and Audit Wales self-assessment completed.</p> <p>Service Group Business Continuity plans updated- particularly in Medicines Management; Facilities (food); ICT; Workforce; Estates; R&D</p> <p>Working with other HBs and Welsh NHS Confederation learn lessons from other organisations and provide information on SharePoint to allow opportunities for staff across the HB to identify and areas of concern</p> <p>Work nationally with Welsh Government, Local Resilience Forums and other HBs and Trusts to share business continuity plans.</p> <p>Continue with strong controls in place to ensure "business as usual" through robust business continuity plans. active on SRO and Health Securities groups</p> <p>Emergency Planning, Preparedness & Response (EPPR) for the CTM sites</p> <p>Workforce actively pursuing the gap analysis.</p> <p>Assessment of potential risks to the flow of personal data following Brexit</p> <p>Active with NWSSP to provide detail on product lines and non stock items</p> <p>Taking part in Operation Yellowhammer reporting (with WG)</p> <p>Undertaken a number of business continuity exercises to test existing business continuity plans to identify any gaps in resilience.</p>	Service Groups to ensure their business continuity arrangements ensure sustainability in the event of any impact as a result of a "no deal" Brexit. Supported by the Emergency Planning Officer. This an ongoing action so no specific timescales have been assigned.	Planning, Performance & Finance Committee	16	8	↔	01/11/2018	18.11.2020