



Board Meeting Papers 1st December 2020

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Report to: Board



Date	1 December 2020	Agenda item	13
Title	Risk Report		
Author	Sandra Farmer - Head of Clinical Governance		
Lead Director	Mary Lewis	Date signed off	24 th November 2020
Presented by	Sandra Farmer	Version	1
For	Approval/decision Debate Assurance ✓ Information ✓		

Aims/Summary

To provide a summary to Board of current open risks scoring 12 and above from the Corporate Risk Register as at 23-11-2020.

Options and decisions

Nil

Resource implications (financial/staffing/other resources)

Nil

Quality considerations

Detailed within risk

Paper/information previously considered by

N/A

Date

1. Background

To provide a summary of Sirona corporate risks, scoring 12 or more as at the 23-11-2020 for review and scrutiny by the Board. The report highlights the new and escalating risks as well as risks for specific consideration.

An extract report from Ulysses Risk Management Module is provided to give details of each of the individual risks.

Appendix 1. Because of the large number of risks to be included in the report for this month the Board is respectfully asked to use Appendix 1 to consider the detail of the risks, controls and actions which are contained in the separate tabs of the excel spreadsheet.

2. Key points

There are currently

- **158** risks identified on the Ulysses risk register (increase of 2 from 156 reported to Nov Board)
- **79** risks are identified as corporate risks (**increase of 15** from the 64 reported to Nov Board)
- **33** risks with a risk score of 12 and above (**increase of 21** from 12 reported to Nov Board)

There has been a significant shift in the makeup of the Corporate Risk Register compared with the previous month. Of particular note is the significant number of risks now scoring 12 + and an increase in the number of risks scoring 15 and 16. There is also a shift in type of risk with the most common risk types now being Workforce, and Capacity and Demand. (17 from a total of 33)

2.1 Risks scoring 12 and above

Numbers of risk by score

Risk score	12	15	16
Numbers of risk	25	3	5

2.2 Numbers of risk by category

Category	Number of risks Dec	Number of risks Nov
Staffing and workforce	10	0
Capacity and demand	7	4
Service user care/treatment	4	1
IMT	2	0
Quality and Performance	2	0
Health and Safety and Welfare	2	0
Business and Finance	2	1
Quality and Performance	2	0
EPRR	1	0
Information Governance	1	0
Compliance	1	0
Safeguarding	0	0
Premises	0	0
Infection Prevention and Control	0	0

2.3 Risk by SLT Lead

SLT Lead	Number of risks	Ulysses risk identifier
Director of Finance	2	154, 243
Director of People and OD	4	124, 161, 162, 163
Director of Operations	22	18, 1, 7, 134, 2, 213, 225, 195, 49, 68, 220, 184, 230, 131, 185, 194, 235, 64, 237, 48, 238, 240
Director of Nursing	1	126, 128
Director of Therapies	2	151, 220, 221
Medical Director	2	159, 183

2.4 **Four new risks** meet the criteria for inclusion in this report a brief summary is included below.

Risk No	Lead Director/ Risk owner	Risk Description	Initial Risk Score	Current Risk Score	Target Risk Score	Next Review Date
235	Jenny Theed/ Alison Griffiths	S Glos INT's clinical and operational capacity demand continues to exceed capacity there is a risk that: <ul style="list-style-type: none"> - Complaints from service users will increase - Staff wellbeing will suffer - Staff will go off sick - Holistic patient care will suffer - Significant incidents such as Pressure Injuries will increase - Patient's may experience harms - Statutory & mandatory training compliance will be affected significantly outweigh demand 	16	12	8	10-12-2020
238	Jenny Theed/ Robert Cooper	Due to continual increased demand it has having an affect upon the Bristol SPA's ability to sustain an appropriate response to varying types of referral. The ultimate impact of this is upon the ability to continue to ensure effective and timely triage to enable community teams to provide a 2 hour response.	12	12	6	19-11-2020
240	Jenny Theed/ Amanda Yates	Due to a combination of vacancy, maternity leave, career progression and long term sick leave the current risks [in which service] are: <ul style="list-style-type: none"> • Failure to deliver the contractual requirements fully • Increase in staff working over and above their contractual hours to manage the increased safeguarding caseload with the potential combined with the challenges of COVID 19 to fail to identify vulnerable children • Children within the universal caseload with unknown need will not be identified to support early detection and intervention support for families • Reduction of face to face visiting resulting in children not physically not seen and the voice of the child may be missed from the assessment • Staff will leave to work where colleagues report things to be 'better' • Increased risk of errors due to increased workload • Increased stress and sickness levels • Reduction in responsiveness to calls 	12	12	3	12-12-2020

243	Clive Bassett/ Paul Haworth	As a result of deficiencies in IT systems in N Somerset, including slow / limited access there is a risk this will impact on service capacity, creating risk to patients, there is also a risk this situation creates stress for staff which could adversely affects their well being.	16	16		20-12-2020
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2.5 Highest Scoring risks for Board review and discussion

Risk No	Lead Director/ Risk owner	Risk Description	Initial Risk Score	Current Risk Score	Target Risk Score
18	Jenny Theed - Director Of Operations Greg Garrett	As a result of a pandemic flu or other novel virus outbreak there is a risk that a potential reduction of up to 40% of the workforce in health and other services. (Jan 2020). Which may result in an inability to maintain essential services and deliver safe and effective care throughout the organisation	20	16	8
154	Clive Bassett - Director Of Finance	Changes in LA Funding: Post-Covid there is a potential risk that changes to Local Authority funding will impact on delivery of Sirona services."	16	16	6
195	Jenny Theed - Director Of Operations Greg Garrett	Agency workers not working to required standards of high quality care to patients, not wearing uniform/ID, not making patient meals, and not feeding back to team properly. This increases the risk of patient dissatisfaction, complaints, patient harm and impact upon the reputation of the organisation.	9	16	12
49	Jenny Theed - Director Of Operations Jen Tomkinson	There is a risk that the service is unable to deliver a full, safe and effective service to Heart failure patients due to <ul style="list-style-type: none"> the variation in service model prior to transfer,(no service in SGlos, limited service NSom) significant increase in demand and complexity of patients following restoration and due to secondary care pressures (earlier d/c), expectations of the system to increase scope of the services now restrictions to service secondary to COVID -19. COVID has impacted on delivery model due to social distancing and issues with access to clinic space. Increasing time for each appt and reducing capacity of the service over all. Increased need to deliver home visits (which are time consuming) Access to clinics is challenging impacting capacity The team has reduced substantive wte clinicians.(there is also 1 staff member on maternity leave. Admin also reduced due to vacancy) Unable / delay to fill posts due to no finalised staffing model and admin review not completed. Unable to source agency with appropriate skills and ability to operate without support (as this is limited), Impact <ul style="list-style-type: none"> delay in assessment and treatment for patients; may lead to harm Staffing burnout , sickness and attrition unable to meet contractual requirements 	12	16	9
243	Clive Bassett Director of Finance Paul Haworth	As a result of deficiencies in IT systems in N Somerset, including slow / limited access there is a risk this will impact on service capacity, creating risk to patients, there is also a risk this situation creates stress for staff which could adversely affects their well being.	16	16	

2	Jenny Theed - Director Of Operations Carrie Wedgwood	There is a risk that. Sirona will be required to support individuals for longer than necessary in the community and/or respond to ensure support is provided to individuals which Allied Healthcare are unable to pick up which may result in reduced flow from the Acute Hospitals into the community therefore adding additional pressure to the system overall	15	15	4
183	Kate Rush Medical Director Jo Clarke	The community module in EMIS does not allow for EPS to happen. There appears to be a number of technical issues especially around the way that the system is set up not recognising the ODS codes put into EMIS for transfer to EPS.	15	15	2
68	Jenny Theed - Director Of Operations Jen Tomkinson	1. lack of sufficient staff skill mix to cover multiple services/ capacity in the BNSSG respiratory service 2. Due to vacancies and unable to recruit specialist staff, budget and model for service not fully finalised and varied models of delivery across BNSSG 3. Unable to effectively delivery service, potential for increased waiting times and not meeting performance targets, patient incidents/ staff attrition sickness	12	15	4

In addition to new risks and those risks scoring 15 + shown above, there are 25 risks with a risk score of 12.

Risks that have increased score since last month	2, 128, 126, 161, 163, 162,
Risks transferred from Directorate Risk Register	195,49, 183, 68, 131, 185, 194, 235, 64, 237, 48

3. Recommendations

The Board is asked to receive this report as the position of the Corporate Risk Register as at 23 November 2020 and to note the increasing number of corporate risks, the increasing number of risks scoring 15-16 and the shift of type of risk to workforce and capacity.

Risk Number	Executive Lead	Date Identified	Risk Category	Title	Description	Department	Directorate	Initial Risk Rate Score (before controls)	Control Details	Current Risk Rate Score	Target Risk Rate Score	Reviewed Date	Reviewed By	Reviewed Details	Review Frequency	Next Review Date
243	Clive Bassett - Director Of Fi	20/11/2020	IM&T	North Somerset IT Access related to VPN problems	As a result of deficiencies in IT systems in N Somerset, including slow / limited access there is a risk this will impact on service capacity, creating risk to patients, there is also a risk this situation creates stress for staff which could adversely affects their well being.	SPEC - Adults MSK Interface N	Adult & Specialist Services	16	Business continuity plans will be enacted if access to key systems like EMIS fails ensuring continued service delivery until systems restore. Currently this is intermittent.	16	0	/ /			Monthly	20/12/2020
195	Jenny Theed - Director Of Oper	19/08/2020	Service User Care/Tr	Increased use of agency staff causing quality and consistency concerns	Agency workers not working to required standards by providing high quality care to patients, not wearing uniform/ID, not making patient meals, and not feeding back to team properly. This increases the risk of patient dissatisfaction, complaints, patient harm and impact upon the reputatation of the organisation.	S BRIS - Community Therapy Tea	Adult & Specialist Services	9	Co-ordinator SOP in place. Communicating closely with GRI to feedback issues with individual and agencies	16	12	02/11/2020	Emily Parkinson	Ongoing drive to monitor patient feedback and complaints. To reinforce clear documentation.	Monthly	02/12/2020
154	Clive Bassett - Director Of Fi	18/07/2020	Business/Finance	Changes to LA funding	"Exec lead C Bassett Changes in LA Funding: Post-Covid there is a potential risk that changes to Local Authority funding will impact on delivery of Sirona services."			16		16	6	22/09/2020	Clive Bassett	Risk reviewed - the future funding for Local Authorities and the impact on their budget for services we provide is still outstanding at a national level. The fact we are considering the risk is a positive, but	Monthly	22/10/2020
49	Jenny Theed - Director Of Oper	17/05/2020	Staffing/Workforce	The risk is that the Heart Function Service cannot deliver a full service to patients, waiting times may increase because of reduced staffing levels.	There is a risk that the service is unable to deliver a full, safe and effective service to Heart failure patients This is due to -the variation in service model prior to transfer.(no service in SGlos, limited service NSom) -significant increase in demand and complexity of patients following restoration and due to secondary care pressures (earlier d/c), -expectations of the system to increase scope of the services now -restrictions to service secondary to COVID -19. COVID has impacted on delivery model due to social distancing and issues with access to clinic space. Increasing time for each appt and reducing capacity of the service over all. Increased need to deliver home visits (which are time consuming) -Access to clinics is challenging impacting capacity -The team has reduced substantive wte clinicians.(there is also 1 staff member on maternity leave. Admin also	SPEC - Heart Failure Service N	Adult & Specialist Services	12	1. Meetings with finance and ALD to develop plan prioritising workload and holding wait list where applicable increasing the amount of digital methods to support capacity. 2. recruitment of extra staff to manage the expansion of service anticipated in the SGlos area. Working with weston to get consultant to mirror the activity of Dr Ismail in Bristol. 3. support to staff well being - regular caseload reviews, huddles as teams, work planning, opportunity to undertake well being activity within Sirona	16	9	11/11/2020	Jen Tomkinson	increased risk score; staff starting to raise that feel more under pressure, lack of sustainability Have increased clinic availability but slow to reduce burden on HJV caseloads. Referrals increasing. To instigate waiting list and triage in Bristol (already in NSom) at pace as well as support staff caseload management	Monthly	11/12/2020
18	Jenny Theed - Director Of Oper	01/03/2020	EPRR/Business Contin	Business Continuity throughout organisation in the event of Pandemic Flu or other novel virus	As a result of a pandemic flu or other novel virus outbreak there is a risk that a potential reduction of up to 40% of the workforce in health and other services.(Jan		Sirona-Wide - All Directorates	20	1. Staff flu vaccination campaign. 2. Business continuity plans updated annually.	16	8	07/11/2020	Teresa Candfield	BCPs are all under review currently. Audit findings will inform where the main gaps are. The aim is to ensure they are fit for purpose and work through a	Monthly	07/12/2020
183	Kate Rush - Medical Director	11/08/2020	Medicines Management	Electronic Prescribing Service (EPS)	The community module in EMIS does not allow for EPS to happen. There appears to be a number of technical issues especially around the way that the system is set up not recognising the ODS codes put into EMIS for transfer to EPS. As a result of us not having access to EPS, prescribers have to physically get the paper prescription to a community pharmacy. In times like these when patients are having remote consultations, getting the paper prescription to a pharmacy is harder and some prescribers are having to ask the GPs to write their prescription as they can send them directly to a pharmacy via EPS. This wastes time and resources and is not a good experience for the patient. This also is not a good use of our skill mix. Getting a GP to write a prescription also then adds some risk in terms of transcribing the correct drug to be prescribed.	CORP - Corporate Team - IT Ser	Corporate - Other	15	1. We were trying to get all prescribers to use EMIS to prescribe so that everyone is set up and ready for EPS when it can come. However, this is probably going to be delayed due to capacity and workload. 2. Linking into NHS Digital and EMIS frequently to highlight the need for this to be a priority.	15	2	/ /			Monthly	10/09/2020
68	Jenny Theed - Director Of Oper	22/05/2020	Staffing/Workforce	Insufficient staff skill mix covering multiple services	1. lack of sufficient staff skill mix to cover multiple services/ capacity in the BNSSG respiratory service 2. Due to vacancies and unable to recruit specialist	SPEC - Respiratory Service - B	Adult & Specialist Services	12	1. Recruitment plans in place supported by HR 2. Capacity and demand planning	15	4	19/10/2020	Jen Tomkinson	recruitments issues remain. At advert for roles, await closing date re interest. Demand on service increasing and Healthier Together and system	Monthly	18/11/2020
2	Jenny Theed - Director Of Oper	22/05/2018	Capacity & Demand	Impact of limited Home Care capacity in South Gloucestershire on Sirona Services	As a result of.. Allied Healthcare being unable to meet the requirements of their contract	S GLOS - DNs Kingswood - Cadbu	Adult & Specialist Services	15	1. Active monitoring of the situation via involvement with Council's Social Care Team and senior managers	15	4	22/10/2020	Carrie Wedgwood	22-10-2020 Reviewed by ALD. Current and risk score updated. Controls reviewed and action added.	Monthly	21/11/2020
240	Jenny Theed - Director Of Oper	12/11/2020	Staffing/Workforce	reduced staffing capacity affecting the ability of the registered staff delivering services	The current risks are _failure to deliver the contractual requirements fully increase in staff working over and above their	N SOM - Children's HV South	Children's And Family Health S	12	12-11-2020 Workforce skills mix interviews for band 5 on the 2nd of November	12	3	/ /			Monthly	12/12/2020

238	Jenny Theed - Director Of Oper	12/11/2020	Capacity & Demand	Increased Community Demand Through Bristol SPA Impacting upon ability to respond in an	Due to continual increased demand it has having an affect upon the Bristol SPA's ability to sustain an appropriate response to varying types of referral. The	S BRIS - Community Nursing Tea	Adult & Specialist Services	12		12	6	/ /			Weekly	19/11/2020
237	Jenny Theed - Director Of Oper	11/11/2020	Capacity & Demand	delay in restoring services following COVID-19 pause	There is a delay in fully restoring SASS clinic based services following pause of face to face due to COVID-19			12	1. Submitting RA to restoration committee who review in timely manner. Agreement for local RA to	12	2	/ /			Monthly	11/12/2020
235	Jenny Theed - Director Of Oper	10/11/2020	Capacity & Demand	Capacity issues in South Gloucestershire INTs	If demand continues to exceed capacity there is a risk that: - Complaints from service users will increase			16	1. Bank and agency staff to be sourced 2. Communications to be sent to	12	8	/ /			Monthly	10/12/2020
230	Jenny Theed - Director Of Oper	02/11/2020	Staffing/Workforce	Second wave of COVID-19	We are entering a second phase of COVID-19 and a second national lockdown. There is a risk that staff are increasingly absent due to			12	Covid risk assessments in place. Central comms to respond to non	12	0	/ /			Monthly	02/12/2020
225	Jenny Theed - Director Of Oper	21/10/2020	Information Governan	Health Visiting Service - Use of personal mobile phones for work purposes by health visitors and	Because health visitors and community nursery nurses are not able to follow the Organisation's Acceptable Use Policy when providing the service to families there is a	SGLOS - Health Visiting - Chil	Children's And Family Health S	12	There are no current controls in place. There are 3 options: 1. Staff continue using their personal	12	0	09/11/2020	Lorraine McMullen	09-11-2020 Reviewed and actions updated.	Monthly	10/12/2020
221	Mike Richards - Director Of Th	16/10/2020	Service User Care/Tr	McKinley T34 Infusion Pumps in community	Since 2018 there have been multiple MHRA alerts and field safety notices related to these devices, initially the 2nd edition due to battery fit issues. Even with 3rd	W&W - Community Nursing - West	Adult & Specialist Services	12	Information cascade regarding best battery to use - Duracell Plus recommended but currently not on	12	4	/ /			Monthly	15/11/2020
220	Mike Richards - Director Of Th	15/10/2020	Health, Safety & Wel	Routine checking of defibrillators inconsistent	If checks of defibrillators are not consistently carried out Then the equipment cannot be relied upon to operate effectively			12		12	4	/ /			Monthly	19/01/2021
213	Jenny Theed - Director Of Oper	17/09/2020	Capacity & Demand	Capacity of Operational Services to absorb additional demand	The risk is that because of additional demands on services patient safety may be impacted as well as adversely negatively affecting staff health and well		Sirona-Wide - All Directorates	16		12	8	22/10/2020	Teresa Candfield	The situation remains much the same across the localities. Additional pressures caused by vacancies are compounding the situation for some localities	Monthly	21/11/2020
194	Jenny Theed - Director Of Oper	19/08/2020	Service User Care/Tr	Increased use of agency workers to support evening and weekend shifts	1. As a result of reverting staff back to their existing hours, multiple Agency workers are being used to support with evening and weekend shifts.	S BRIS - Community Therapy Tea	Adult & Specialist Services	15	1. Co ordinator SOP created 2. 21/7/2020 escalated to Bank and GRI offices to seek ways to improve	12	1	10/11/2020	Emily Parkinson	Incidents reported when agency workers do not turn up, escalated to GRI Coordinators aligned (RR and HF) facilitating sharing	Monthly	10/12/2020
184	Jenny Theed - Director Of Oper	12/08/2020	Staffing/Workforce	INT & LARC Consultation	Staff are feeling anxious regarding the consultation; there is a risk that morale will be compromised and and increased in stress which may result in increased staff	S BRIS - Community Nursing Tea	Adult & Specialist Services	6	1. Regular team meetings 2. 1:1's with staff with line managers or members of the leadership team	12	3	20/09/2020	Emily Parkinson	1.1s and face to face engagement sessions underway	Monthly	01/12/2020
185	Jenny Theed - Director Of Oper	12/08/2020	Staffing/Workforce	Limited Band 7 Operational Management resource	There is currently a management to staff ratio of 1:64 There is a risk that the teams will feel unsupported, INT managers will be less effective and ALM role will be	S BRIS - Community Nursing Tea	Adult & Specialist Services	12	1. Monthly ops meeting fir peer support, identification of risk and planning	12	12	10/11/2020	Emily Parkinson	Band 6 questionnaire to be sent out next week as part of scoping exercise for leadership training Discussion around operational pathway for Band 6s	Monthly	10/12/2020
151	Mike Richards - Director Of Th	18/07/2020	Quality & Performanc	Inconsistent approach to record keeping.	*Exec Lead Mike Richards EMIS Because of the integration of 3 providers in to one		Sirona-Wide - All Directorates	12	1. Staff still working in separate areas to ensure dealing with patients that they have access to on EMIS	12	4	28/05/2020	Julie Sharma	Reviewed by Julie Sharma and Mary Lewis. Risk title amended, risk manager transferred to Director of Therapies. Add to Ulysses	Monthly	16/11/2020
159	Kate Rush - Medical Director	18/07/2020	Health, Safety & Wel	Recovery and Restoration	Recovery and Restoration If the phasing and implementation of restoration of Sirona services is not fully co-ordinated, risk assessed and as part of the wider			12	1Restoration work programme *1 Following NHS England guidance, evidence emerging.	12	0	20/09/2020	Kathryn Rush	20-09-2020Update: Co-ordination ongoing through the restoration group with escalation across partners where needed e.g.: sharing of risk assessments in	Monthly	21/10/2020
161	Sarah Margetts - Director Of H	18/07/2020	Staffing/Workforce	*Staff absence, covid impact on capacity	*Staff absence As a result of the chance of delayed a second wave of Covid19, there is a risk that this may cause increased			6	*1. Redeployment SOP in place, and redeployment of staff to support with Covid if required	12	8	10/06/2020		Staff absence levels decreasing. Keeping risk open to monitor risk due to staff testing increasing (asymptomatic and test, track, trace)	Monthly	11/12/2020
163	Sarah Margetts - Director Of H	18/07/2020	Staffing/Workforce	Speed of second redeployment process in response to covid	*Returning of redeployed staff to their normal jobs As a result of services beginning to be restarted and staff being returned to their original roles, there is a risk			9	*1. Redeployment SOP in place, and redeployment of staff to support with Covid if required	12	6	10/11/2020	Sarah Margetts	10/11/20 - We are now stepping up additional resource into the OD team to support the potential second wave of Covid-19 and coordinate our	Monthly	10/12/2020
162	Sarah Margetts - Director Of H	18/07/2020	Staffing/Workforce	Covid testing asymptomatic staff	*Staff testing of asymptomatic staff - Rolling out asymptomatic testing of front-line staff may result in a high proportion of staff having to self-isolate			12	*1. Redeployment SOP in place, and redeployment of staff to support with Covid if required	12	8	29/06/2020		29.6.20- staff referred to testing when off sick with covid symptoms. Sickness absence reducing. Antibody testing programme introduced.	Monthly	19/11/2020
131	Jenny Theed - Director Of Oper	09/07/2020	Service User Care/Tr	South West Child Health Information System (CHIS)	What is the risk? As a result of not upgrading CHIS, all electronic notification of new births, child death notifications,		Children's And Family Health S	9	Sirona is currently on the M4 West Instance of Care Plus. Further discussions required about moving to	12	4	06/11/2020	Geraldine Bates	Updated description of risk following a discussion with Children's SLT. Discussed with Jacqui Moxon - BI Lead to understand the BI work-arounds.	Monthly	06/12/2020
128	Mary Lewis - Director Of Nursi	03/07/2020	IM&T	Ability of staff to effectively report adverse events on Ulysses	If access to Ulysses is not available for staff across all areas there may be delay in incident reporting and the actions required following eg safeguarding notifications,		Sirona-Wide - All Directorates	12	03-07-2020 Business continuity plan in place, including notification to IT, alternative process for recording	12	6	23/10/2020	Sandra Farmer	23-10-2020 Risk score increased in light of continued issues especially for the NSCH site. Incidents are needing to be added to the system by the Q&S team	Monthly	10/12/2020
126	Mary Lewis - Director Of Nursi	03/07/2020	Regulation & Complia	CQC Well led - failure to achieve required standard	Failure to achieve required standard for CQC Well Led domain results in deregistration and/or significant adverse publicity and/or diversion of resources to		Sirona-Wide - All Directorates	12	1. 06-11-2020 Board terms of Reference in place 2. 06-11-2020 SLT Terms of	12	8	06/11/2020	Mary Lewis	06-11-2020 Reviewed by Director of Nursing and risk score increased.	Monthly	10/12/2020
124	Sarah Margetts - Director Of H	02/07/2020	Quality & Performanc	Bank Working Training Compliance	In regards to our active bank workers training I can confirm the following stats: 68% are up to date in anaphylaxis		Sirona-Wide - All Directorates	12	23/9/20 - full audit of all bank workers mandatory training to identify gaps in compliance	12	0	23/09/2020	Sarah Margetts	23/9/20 - We are in the process of a full audit of all bank workers mandatory training. Once the Head of Resourcing and Systems is in post, this will be a	Monthly	23/10/2020
64	Jenny Theed - Director Of Oper	22/05/2020	Business/Finance	Continenence product expenditure	1.risk of overspend of continence products against set budget. 2. Increase in patient referrals & Due to merge of	SPEC - Continenence Service Bris	Adult & Specialist Services	16	Senior lead role in place with responsibility for the budget across BNSSG.	12	4	19/10/2020	Jen Tomkinson	remains a risk. Await 9 months data on spend for review	Monthly	18/12/2020
48	Jenny Theed - Director Of Oper	17/05/2020	Staffing/Workforce	Loss of administrative staff within specialist teams	There is a risk that specialist services will be unable to maintain effective service delivery due to administration functions no being robust to support clinical workload		Adult & Specialist Services	12	Issue raised in all forums possible - WLD, SASS mobilisation	12	2	11/11/2020	Jen Tomkinson	Increased risk, no report from admin review, staff remain significantly unsettled, budgets remain unfinalized and therefore unable to develop model for	Monthly	11/12/2020
1	Jenny Theed - Director Of Oper	21/06/2019	Capacity & Demand	Community Paediatric Waiting List RTT	If Sirona does not reduce the waiting list within community paediatrics	SGLOS - Community Paediatrics	Children's And Family Health S	12	1. Monthly trajectories completed to monitor impact of remedial actions 2. Moved to centralised booking	12	9	09/11/2020	Lorraine McMullen	Reviewed and actions updated.	Monthly	10/12/2020

7	Jenny Theed - Director Of Oper	06/03/2019	Capacity & Demand	MSK Physio Waiting Times	As a result of long waits to access MSK physiotherapy there is a risk that MSK problems become more chronic and/or pain behaviours embedded and therefore more	SPEC - Adults MSK Physio Brist	Adult & Specialist Services	12	1. Continuing to triage as many people as possible to Physiotherapy groups from triage (all groups operate	12	6	26/10/2020	Paul Haworth	Caseload on waiting lists continues to decrease in both NS and Bris, possibly related to FCP role out in independent FCP's and COVID. SG caseload has	Monthly	25/11/2020
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