Corporate Risk Report 13.11.14 For review ahead of November RAG

																			Opened (date risk		
ID	Title	Approval status	Directorate Business Area	Handler	Risk source	Risk Type	Risk Subtype	A business case was submitted in the	Controls in place	Adequacy of controls	Giao in controls	1. Business case under development	Risk level finitial)	Ratine Gnitia0	Risk level (current)	Ratine (current)	Risk level (Taraet)	Ratine (Tareet)	identified)	Review date	Closed date
								A business case was submitted in the financial year 2012-13 and this is still				 Business case under development to review departmental requirements 									
											1. The current training sites are in a	for educational provision									
								of a single site Learning Academy to replace the current 3 ageing sites. The			state of disrepair and are not fit for high quality educational provision	2. Ongoing negotiations regarding lease of Burn Hall									
	1		1	1	1	1	1	business case was rejected by the Trust Board and is in the process of			2. The lease for the Burn Hall site is due to expire on 31st March 2014	3. Standards and consistency within Leadership and Learning and								1	1
								being redeveloped, risk to non			3. Geographical separation of the 3	Education and Standards are									
110	Accommodation for training	Reins reviewed	Organisational People & Engagement Effectiveness and Educatio	n Shelath OLeary	Risk assessment	Strategic Risk	Estates and facilities	compliance with training requirements.	3 sites currently being operated in York. Doncaster and Wakefield	Adequate	sites is not ideal for shared learning or consistency in delivery	monitored by the management team and feedback evaluated.	Moderate Bide		Mederate Bisk	1	Low Risk		01/05/201	31/12/201	
												1. alimprove Commissioner and YAS									
												communications									
												1b) New process for reviewing potential tender opportunities - Gate									
												Review - now in place. 1r) Ensure that all Associate Directors									
												1c) Ensure that all Associate Directors and 'Head's of' are aware and									
									1. Major tender assurance process		1. External meetings with	Assurance process and the Gate Review Process.									
									2. Finance and Investment Committee scrutiny		commissioners/System Resilience Groups (CCG level) due to the high										
									3. TEG review 4. SMG review		number of meetings, means that information collation, and	Intelligence Register to store centrally all information on threats and new service developments and service									
								Adverse impact on financial service	 SMG review process in place 		information collation, and intelligence around risks to core	service developments and service reconfigurations.									
					Internal husiness review			delivery due to competitive tendering and potential loss of associated	Weekly review of tenders within the		business is difficult to manage but has improved with named leads for	Le) Recruit a marketing manager to work with teams on market analysis									
261	Business tendering	Being reviewed	Finance and Performance Business Development	Catherine Balazs	Legislative requirement	Strategic Risk	financial	business.	wider external market	Adequate	each resilience group.	and marketing projects.	High Risk	20	High Risk	16	Moderate Risk	15	13/03/201	3 31/01/201	5
												1. Courses are included within the									
	1		1	1	1	1	1					training plan for commencement in								1	1
	1		1	1	1	1	1					September 2014. 2. National review underway of								1	1
1	1		1	1	1	1	1					required numbers. Potentially may								1	1
1	1		1	1	1	1	1				1. Training plan awaiting approval by TEG for 14/15 to ensure time is	not need as many SORT members. Avar 2014: Identify new staff for								1	1
1	1		1	1	1	1	1		Course to transition ECAs to SORT in		allocated for the training to take	training from ECA cohort and escalate								1	1
									Course to transition ECAs to SORT in the training programme for 2014/5			training requirements once approved by TEG									
	1		1	1	1	1	1		(to be approved by TEG). This would enable ECAs to attend such events		August 2014: in readiness for training	18.9.2014 95 ECAs volunteered for								1	1
1	1		1	1	1	1	1	If we do not have the correct skill mix	and subsequently reduce the number		currently on records have been asked	CRRN Sort team training. 5 day courses to be delivered (4 before 31st								1	1
	1		Resilience and Special	1		1		within the CBRN SORT Team then this may impact on operational	s of required clinicians therefore freeing them up to respond to other		to confirm their attendance. Only 24 staff have confirmed they wish to	December to get numbers back up to acceptable levels then complete								1	1
332	CBRN Sort team members	Being reviewed	Operations Services	lan Walton	Internal business review	Operational Risk	Capacity	performance and clinical outcomes.	emerpencies.	Inadequate	continue with their training.	courses in the new year	Moderate Risk	9	High Rick	16	Moderate Risk	1	09/01/201	4 31/12/201	4
								If we do not provide adequate													
								numbers of trained staff (requirement	 ECA training and awareness of CBRN. 												
								to have 200 trained staff) then this	2. HART are decon trained												
								may result in reduced numbers of SORT available and potential impact on standard of care delivered due to	3 Included in training programme for 2014/5 for refreshers and new		No current gaps in controls however risk will remain open until training										
	CBRN SORT Training		Resilience and Special			A		on standard of care delivered due to skill fade.	starters. Programme commences June 2014.		programme underway and assurance	1. Training programme to be									
	Carrier Const. 11 In 11 In			Contra Table			Charley	in the	COLOR ACCES.		provinces.	implemented September 2014. 1. Employ staff through agency to fill	TOTAL DA								
									1. Continuous recruitment		1. Offering lower band of pay than	rota gaps 2. Continue orgoing recruitment									
								Inability to recruit and retain Clinical	2. Working with recruitment agencies	s -	agency. 2. Inability to recruit to evenings and	drive. 3. Implement workforce strategy in									
								Advisors due to poor responses to advertisements and poor retention	paramedics		weekend rota slots.	2014.									
58	Clinical Staff Recruitment - NHS 111	Being projewed	Standards and Compliance NHS 111	Karen Cooper	Risk assessment. Self audit	Operational Risk	Clinical	advertisements and poor retention rates, risk to deliver workforce plan.	 Employing agency staff Hospitals and Universities 	Inadequate	3. unable to fill gaps in rotas with apency staff	4/ Advertising in Hospitals and Universities	Moderate Risk	12	High Risk	16	Low Risk		06/08/201	3 14/11/201	4
								The Trust has moved to REAP level 4													
								and as a consequence the CS RIV teams have been moved to level 1													
								responding. The CS RIV teams are pivitol in maintaining regulatory													
								compliance of audits is CD. POM.													
								IP&C, Premises and vehicle inspections. The CS teams also	1. Limited time at Level 1 for CS												
								manage first line absence	Bronze												
1	1		1	1	1	1	1	management, wrap up non compliance and staff welfare issues. I	2. LM manager support between f 0900/1700		1. Limited number of LM's in terms of CS hours lost	1. proposal to adjust response levels								1	1
1	1		1	1	1	1	1	we do not have adequate processes in place to manage the BFA th locale	 Local flexibility to amend response levels 		2. large geographical area for an individual manager to cover	for WY CBU CS team 2. Monitor LM workload								1	1
1				l	1	l		this may lead to backlog of other	4. Alternative duties staff to support		3. Alternative duties staff are not	 Monitor LM workload Look for appropriate help from 									1
485	Cirrical Supervisor duties	centre réviewed	Uperations AXE Operations	rau Madd	uncental business review	operational Risk	meutatory compliance	(2)(95).	where appropriate		ecer to perform management duties.	SUDDOT: SETVICES	Nacional al le Rick	12	neoperate Risk	11	incodifate Risk		22/10/201	30/11/201	1
1	1		1	1		1			1. Standing Financial Instructions in place											1	1
	1		I	1		1			2. Weekly review of tenders within the wider external market											1	1
	1		1	1	1	1	1		3. Business Development Manager											1	1
	1		1	1	1	1	1		role now permanent. 4. Weekly meetings with Exec											1	1
	1		1	1	1	1	1		Director of F&P to update on											1	1
1	1		I	1		1			progress. 5. Monthly meetings with key Ops											1	1
1			1		1	1	1	1	Directors/contract leads to ensure		1. Lack of capacity to cross cover all	1a. Review the Business Development structure and recruit to commercial		1					1		1
	1		I	1		1			progress. 6. Robust process in place for		contracts due to the number of	role								1	1
1	1		I	1		1			contract management 7. Regular contract performance		commissioners externally each contract is linked to.	1b. Work with Service Transformation Programme Team and Urgent Care								1	1
	1		1	1		1		L	review meetings with commissioners		2. Temporary PTS contract manager	Programme Team and Urgent Care team to manage tender and bid								1	1
	1		1	1		1		Adverse impact on finances due to ineffective contract management	and DoF/Ops lead to ensure more robust contract management		in post - unclear of plans moving forward	writing processes to ensure these are done efficiently and effectively with								1	1
262	Contract management	Reins reviewed	Finance and Performance Bosiness Development	Cathorine Balans	Internal husiness revier-	Strategic Bick	financial	through lack of capacity within the Business Development team	8. Regular meetings with finance team Docome and Emporiture)	Adequate	3. Commercial director role vacant 4. Marketing mile only temporary	project management input where	Moderate Bide		Mederate Bick		Moderate Bide		01/09/000	2 31.01.000	
262			Participation of the second second		and the second second	and the first	- and the second s	And An and An and An and	A CONTRACTOR OF A CONTRACTOR OF A					"					01/05/201		
	1		1	1		1	1				1. Clinical Commissioning Groups (CCGs) are now entering in to									1	1
1	1		I	1		1			1. Engagement with commissioners to improve communication		dialogue with private providers and are able to commission services									1	1
1	1		1	1		1	1		2. Legal position sought to ensure		where they see fit									1	1
	1		I	1		1			YAS in an informed position if faced with same risk again		Legal position may not cover deman									1	1
	1		1	1		1	1		3. Head of Business Development attends the three locality contract		that is over activity levels - but would have become baseline contracted									1	1
1	1		1	1		1	1				have become baseline contracted activity in the following year									1	1
1	1		I	1		1			board to ensure consistent messages and to pick up on early warning		Inability to meet with 23 CCOs on a	understand pressures in under performing CCGs and set up targeted								1	1
	1		I	1		1			indicators of potential tenders / risks		regular enough basis to ensure	meetings								1	1
	GP Urgent work in to		1	1		1		Loss of income and potential loss of staff due to the decommissioning of	to core business 4.Internal review of potential		dialogue is kept open as there are no enough staff to cover this level of	and direct discussions 'provider to								1	1
	Sheffield Teaching				and the state of the state of the		Marca and	staff due to the decommissioning of GP urgent work in any CCG / Acute	financial risk and also workforce risk		activity on top of contracting	provider' to minimise risk of contracts	and the second second								
	Hospitals	Denreg reviewed	rimance and verformance Business Development	Latinétine Balazs	internal business review	strategic Risk	rimaticial	Trust across YAS.	on-going	macequate	meetings.	being let to private providers.	wooefate Risk	12	Moderate Rik	13	woodrate Risk	1	01/08/201	3 28/02/201	1

111 custo ani anter valor. Seno ma		liance Roll and Safety	Sheller, Selson	poders, teterat baises antes tetistics resolutions. Storast Bak	due to exist policy and requiring u developme Health and safety loss.	isting Health and Safety 2 d associated guidance 0	Existing Health and safety policy of associated procedures - transition and search of the safety - transition and search of the safety of the safety - Rocces for policy update in line of hitchics	See 19	Listing Policy does not cover receisary topics such as DSF, Bak- Monthale Policy & Courts and DSF, Bak- Netholar of Policy & Courts (Courts), and Netholar of Policy & Courts), and Netholar Netholary & Courts with regard to PPC alrestition and using backcose of Valicidas and Exponents. Selection of Valicidas and Exponents, Netholar Transference, Version Sources to Inseling Sources of Sources on	 J. Bonneyd polity in llins with Track Parity for procedural documents to include updating the MR requirements. J. Branch har gan gan gan gan gan J. Branch and an and an and an an application. Agreement at NCC Field 2014 that Whit would sensert NCL messager 		16 H	viewe Stat		ten fak		14/11/2011	3/1/98c
517 Equipment on disposed in halding	ding area, awaiting Finance and Perform	ICT - Information nance Technology	Mike Crosby	Self sufit Operational Risk	RESULTING	IG IN Delays to making operational and financial loss pected demand for purchase h	istoric mutually agreed process to ecommission hardware	adequate	1) Mutually agreed formal process 2) Assign costs to responsible department	1) Amange a meeting with key ICTV/least to agree the process to decommission ICT key assets 2) Ola to negotiate with FleetV/inance	Anderste Risk	12 M	:derate fisk	12	Low Risk	4	13/11/2014	17/11/2014
10 noticet eventuation bins pe	revenued Standards and Corro	Survey Bolk and Safety	Shallav Jackson	Incidents, Internal business (Descriptional data	Health and safety incident re-	2 n 3 m frojiny and litigation due T to follow existing incident 6 isos process leading to A recurrence. 1	hudth & Safery Policy trutalished Datis incluent sporting and investigation system. doubt an isolation reports to local concerns in statement provide the Risk and stafery taxes surgeot to 			 Continue to liaise with Unions and staff as appropriate to ensure concerns are dealt with in a timely manner. 	Anderste Risi	12 JM	nderate Bisk	32	Love Risk	4	08/01/2014	26/11/2016
423 Industrial Action dating nov	reviewed People & Engagement	nt Human Resources	Elaine Gibson	Internal business review Strategic Risk	delivery as Adverse Publicity & industrial a	terruptions to service 2 is a result of ortential s	2: Negular update briefings to YAS taff. 1: Performance Recovery Plan in flace.	deguada	1. Potential for further action to be taken by Trade Unions which could affect the Trust adversely.	activity to ensure appropriate reporting of information and appropriate Trust responses where necessary.	ligh Rok	15 M	oderate Nisk	12	Low Risk	6	17/06/2014	31/12/2014
Insupprepriate Control of Control of Control Control of Control of Control of Control 300 (Strategy), and and and and and and and and and and and and and and and and and	eveneed Standards and Comp	ilance fisk and Safety	Caroline Squires	pteral losines reize Operational Rok	Breach of t to their or Information governance Vol years	f the Data Protection Act due e r imagenopriate access to 4	. NO role in responsible for records anagement is their area. Nersed Percents Management of leves withing our operations in alution to management and storage frecords. D. DRTAS Storage company is used to ord/ow records in accure environment. Neorch America's na accure environment. Neorch America's na accure environment.	Sequela	2. Records possibly held unsecurely across and remainder of the YAS	 Co-ordinate and gian removal of records from Oncorette AF records store - PPF's actioned - Commercial training and station records in progress (by end Nev 2012) 2.a. Repeat again and respond to records annexty - relevant departments adue to secondy dispose of/move of CMFAS darse. (by end Dec 2024 - schedular). Sterfoly via Big process unincure records in XAS premises and ensure destruction/removal to CMFAS (by end Dec 2024 - oppring). 	Agderate Risk	2 M	xderate Bisk	12	Low Web	4	09/09/2013	80/01/2015
Lack of technical alternative to DC paper 403 process	mainteed Standards and Comp	NPG 111	Andrew Cooke	antidaets Coaristicnal Bak	If we do no in place in system bein correct prej format, this being pass being pass cause a risk	not have adequate processes in times of the Adastra eing unavailable, to ensure efferal service receives the aperwork in the cornect his may lead to referrals not sed appropriately and could to to ostient softw.	Neign of form to minimise writing	tecuste		17. ICT to design a desktop solution which replicates the paper form and can be run from the PC 27. Automated email (via NHS net)or fair facility to a predesignated eropiant 37. All forms will then be stored in a database with a unique reference for audit surrose.	Anderste Risk	12 M	vierate Bisk	12	Moderate Risk		25/09/2014	28/11/2014
300 Jacoby Sudiot Return In	reviewed Finance and Perform	unce Support Services	Pavid Hill	unternal lociness review Operational Biok	Nisk of Jaur	undry budget being in 14/15 by 100% following C	Sament budget in place covers ontractor Goodman Soarks.			 Meetings underway with Acute Trasts and within Support Services (in conjunction with Finance) to identify appropriate aways to manage this. Appropriate actions to be taken following the meetings and updates to be recorded to relevant encoust. 	Anderste Risk	12 M	sderute Nik	12	Low Bak	4	26/02/2014	30/11/2014
111 Moirs and handlos	necknowed Standards and Corror	liance Risk and Safety	Shelley Jackson	Internal Boliness review Operational Biok	Risk of harr potential fi compliance Resultion Carry chairs	1 urm to patients and staff and financial loss due to non- ce with Manzal Handling a no when moving patients on a irs.	Compact 2 carry chair currently seed Moving and handling training for elevant staff I. Mangar elk lifting cushions valiable on all stations i. Standard moving and handling subment available on all vehicles	tecuide .		1. Parchase of a new carry chair with externing handle and track (Junding agreed for 2013 / 2014-purchase and phased rell out commenced).	Anderste Risk	12 M	sderute Nik	12	Law Risk	4	08/09/2013	24/11/2014
32) MTA Tuning	wearened Operations	Resilience and Special Services	Russell Hobbs	Suppletive requirements, Regulatory Status	training the	1 not release staff for MTFA 2 Jone this may lead to 3	. Ad hoc taxing when staff willafe to tested on days off. . TsG Japponed MTM training . TsG Japponed MTM training . TsG Japponed MTM training	Neg star		 Availing implementation of training plan witch will common and spermbers 2014. (18.0.2524). (18.0.2524).	Andersete Kisk	12 14	oderate Risk	12	Low Risk		24/12/2011	31/12/2014
Non-advanced of	recent Faire and Driver	ana Teana	Bod Barney	Jahrraf Judiesi poley	Non-achier targets: Pia (Ek-suptur (Efk); Capit	h a P n n	Anisoned monthly within Fluxnes and as part of the Istagusted within the second second second second motion of the second second second second motion distance for the TDA to monthly distance for the total to monthly distance for the total second and authoritation controls. Cost and second second second second motion. Monthly budget monitoring manager/capital leads and reporting to the based/capital monitoring prop. Monthly CD reporting.	ten ate	 Roview is essentially enropective. Narging yobsquires. Narging within to commit Trust 	1. and 2. Montify kay oligans which impact EFL and OIL and promote assessments of action and 2. Monitoring of revenue position, does alsons with departmential	Anderste Riss	12		16	Maderate Fig	12	12/06/2011	1/01/2011
27) Westeroins Beller en	reviewed Operations	A&E Operations	Vince Lawin	Self audit Dourational Risk	If there is n cover for N may result affected an Clinical outcomes.	i not adequate resource 1 North Yorkshire, then this is It in performance being 2 and in turn adverse clinical 3 s. 4	vacancies and skill required dentified. Lucevitment on going Luce of overtime to fill gaps . redeolowment of resources	Seculte	1. Lack of available resource to cover	 Continue with recruitment to vacancies across the Trust. Lontinue to monitor the risk with weekly reports to Senior Ops Management Team to escalate any unresolved issues. Overtime currently being utilised to ensure shift fill. 	Anderste Risk	12 M	xderuite Nisk	12	Low Sisk	6	26/03/2014	31/10/2014

					1	1			1												
6 Denot	xioni orfomana B	ere monand a	Scoreform	A& Dention	ue bandwood	noternal audt, toternal besiness review. Self solt	Constituted Fisk	Patient harm	Ruk to patient safety due to increase of dimensional and readeded Government and the control of the safety of the	Interior monitoring process in place International and the second sec		1. hubility to manage increase in demand a present time effective	 Recultment underway arous the Tool to communication tool communication addry movies to understand level of hum casaid. Continue monitoring the communication of the modelship of the communication of the modelship of the communication modelship are reported to colisis our modelship are reported to colisis our m	narze Nil	20		10	ar bi	07/11/0011	30/11/0014	
	nedic (Band S) xies - Operations Hull	eing molemed 0	Dependions	A& Operations	Andrew Pippin	Self sudit	Operational Risk	Cincul	Introduction of the new operational mite his increased vacancy for bands parametics, in taking the energy of parametics, in taking the energy of parametics and band a work of our shall have a set work of our shall have a set and and may impact our ability on generational ability and our generational ability and our generational dama of maintain for and maintain HDB aperformance.	Aniori Agoshi to 18 Sone Care Sola, Duritine budget to 18 Sone Care Sola, Duritine budget to 18 Sone Care Sola, Louesto A budg CAX surretly on Audem Parametic payments to 88 d succion ore qualified d succion ore qualified d succion surretly on successful developments d succion surretly on successful developments d succion surret guarding d succion surret guarding d succion surretly on surretly on the surretly on surretly on	king sale	 Bullef capacity car't fill all core shift abstraction due to vacinery, neikel also has to back fill other abstraction such as ickness, training and annual lawar. Overtime budget does not guarantee that staff will quarke o(1 availability, neither does the budget enable all vacant shifts to be covered 3. External above for enculing Paremedics is unkledy to cover many of the band 5 vacanies and in not 	1. Refer capacity is utilised fully by	nga Jan		Anderste Bisk		an fai	21/02/2014	30/17/014	
People 461 Polyter	o & Engagement 25	eine moleand P	Peocle & Engagement	Add Operations	Louise Genall	johrnal boines reiter	Upprzeliona kisa Strategic Risk	Amplitory compliance	If we do not here all relevent Progle & Engagement policies up to date than there may be confusion for and and the Tost may be in breach of mendative correlations	 Tradier held by field & Sofety Team to monitor pelloy updates. Associate Diversor of Hit and Associate Diversor of OOE met with Senior Cashiby & Mick Constitutor and nedexed policies which require and longer relevant and resmooth from the New Xoe Decomposer many and Institutor no longer relevant and resmooth from the New Xoe Decomposer many and Institutor no changes to be made at this stage and a forther in decin review will take stage same 2015. 	Adraute	1. Stability to update procedural documents within the review timest after.	1.a. Prioritius review of policius that are out of date. 1.b. Where no changes to policy are 1.b. Where no changes to policy are 1.b. Where no changes to policy are 1.b. Total and the second second second second 1.c. In-depth review for take place in 2023. 1.c. In-depth review of relevant policies to be uncertainten by members of P&E team and updated accorditably.	coderate Rub		Anderste Wok		ice the	 21/0/201	30/11/2014	
6) 333	mance Targets - NHS	aina roviowed 5	Standards and Corrollance	NPIS 111	Karen Cooper	Internal business review, Self	Operational Risk	Resultatory compliance	Duble to maintain DT performance targets due to the inability to record and rich the perportance ability to manage each type of call effectively or call in admin support during a BC insident	 Digning recontinues as per AliAD galaxy to record Ground advances advances 3. Montineng the reasons for early endown of the second second second process. And the second second second second process. And the second second second second process. Chapter second second second second process. Support from valer trust 3. Subsect trust with the Shi 111 4. Subsect trust second second second second contengency Service 3. Support and second second second second advances of the Shi 111 4. National Contingency Service 3. Support and second second second second ad advanced 	Adrouze	 Offining lower pay scale and out of hours restering support during at Unidest support during at Unidest Subcompletion of all ander at the feedback to call handlers through on to are session to inpure individual performance. Excludion process requires relinament. 	 Produce business care to seek additional funding for short term agency and long term increase in pays calar accultance. Speak to did and NOC re drawing 3. Continued performance monitoring of cal handless to identify toxing or support requirements to induce call length and early existing to clinicians. Review writer pian and develop and DMP. 	64 84	15,	Accerate Tysk	12	Low Risk	 06/08/2013	08/12/2014	
337 Prevent	rit Stratogy B	eing reviewed S	Standards and Compliance	Safeguarding	Gareth Flanders	Legislative requirement	Strategic Risk	Regulatory compliance	Breach of NHS Standard Contract 2013/14 (The Prevent Strategy) leading to compliance and reputational loss.	1. Mandatory safeguarding training 2. HealthWRAP trainer identified and trained. 3. Self-assessment tool and Prevent guidance approved by SMG February 2014.		1.HealthWIRAP Training sessions not yet delivered.	1. Deliver HealthWRAP training programme YAS wide.	Voderate Risk	12 1	Acclerate Nisk	12	Low itisk	15/01/2014	31/10/2014	
ите	P Posranna 8	ning reviewed.	Faurce and Parformance	PTS (Patient Transport Service) Operation	alance follows:	starsal boston voles	Stratual: Buk	Financial	Not of CP can defaury due to charging factors relating to baseline description (directly could second)	Subset care to clarge yields? for the shareon the operation of a list between the operation of a list between the operation of a list between the operation with the theory of the association with the theory of the association of the the share of the second second second second second second second second and a list second second second second and a list second second second second and a list second		 Lask of enderstanding of skutt contributes a OF programme at appretiation management lived. A and B Alexis S Have means a 	I.a. Participation in multi disciplinary forma CP workshops workshops divery and the second second second divery and the second second divery and the second second divergence of the second second second second divergence of the second second second second second second divergence of the second second second second second second divergence of the second second second second second second second divergence of the second				12	an In	2204/2011	12/12/0614	
	elaçi in recultment	cių nobund – f		PTS Patient Transport	Jaken Kaliwali	planal bolies relev	Operational Ruk	Numan Recources	Nai of high als contactors eventime costs, quantizant intellisma part discrets data har polinearias discrets data har polinearias discrets data har data har data data har data har data har data data har data har data har data har que	1. PT seasons deather to produ- tion of the season of the season of the season was a support of massa and a support of massa and a support of the season of		1. Indequate requirment resources	extension ensemble and competing productions within the inter-case to be devoted and databatic resources and the second and the second second second process for the management of PTS and and programment of PTS and and programment of PTS and and the second second second second process for the management of PTS and the second second second second products and responsibilities of all second second second second second second products and responsibilities of all second second second second second second management of the second second second management of the second second second management of the second second second second management of the second second second to be developed between the land second costs, where a second second second costs, where a second second second costs, where a second second second costs, where a second costs			çe ba			3684/2011	30/81/2015	

										operational leads 2. Escalation and spend authorisation										.		
										procedures in place for all sub contractor use										.		
										3. Standing corporate financial										.		
										instructions 4. Implementation of Service Line												
										Management and Reporting structures												
										5. Clear lines of ownership and												
										accountability within the PTS management structure										.		
										6. Identification and confirmation of current 'direct' costs which are within										.		
										the indirect apportionment and mapping against individual service										.		
										lines within PTS												
										7. Formal contract model developed and in use												
										8. Understanding of operational costs of each service line linked to CCG										.		
										income 9. Annual contracts secured for two										.		
									Nisk of financial deficit against			1. Bottom up operational budget										
	PTS Operational Budget			PTS (Patient Transport					planned outturn due to operational budget overspend and inability to	three yearly for the remaining. 10. Confirmation of expanded service		1. Bottom up operational budget setting linked to an understanding of PTS cost v income and	1a. Review the budget setting process and evaluate income v operational									
208	Overspend	Being reviewed	Finance and Performance	Services) -Operations	Joanne Halliwell	Internal business review	Strategic Risk	financial	secure planned income	provision for a number of dedicated	Adequate	apportionment of indirect costs	costs with commissioners	ligh Risk	16 N	oderate Risk	12	Low Risk	4	01/04/2013	30/01/2015	
																				.		
												1. Continue to ensure overtime adequate										
										Performance Improvement plan		2) The new rotas were not designed								.		
					1				The new RED improvement CQUIN for the WY underperforming CCG's has	Targeted overtime expenditure CPAD roll out		to give such a large improvement at an individual CCG level								.		
					1				the WY underperforming CCG's has been set at 59.5% for AWC and 75% for NL.	tool roll out in WY		3) Increase in demand will make the								, I		
1				1	1	1	1	1		RRVs amended night shifts to half		targets even more challenging 4) No agreement in place for crews to	1) Target overtime for these CCG area							.		
1					1				These are challening targets given the outturn for 2013/14.	Ringfenced 1 RRV in Keighley and 1		make direct contact with patient's GP's in-hours using a by-pass number	2) Monitor/tweak rotas 3) Discuss demand management with							, I		
					1				There is a risk that these	RRV in Addingham with effect from 23 July 2014.		5) Number of vacancies still to be filled (19 across ABL as of 22 July	CCG's 4) Discuss in-hours referrals with CCG							.		
375	RED COLIN	Beine reviewed	Operations	A&E Operations	Paul Mudd	Internal business review	Operational Risk	financial	improvements will not be achieved		Adequate	11960 (19 across AbL as of 22 July 2014)	4) Discuss in-hours renerrars with CCG 5) Recruit to fill vacancies	figh Rick	16 8	eh Risk	20	Hah Nick	20	03/04/2014	15/12/2014	
1					1								1. Develop process and programme							.		
					1				If we do not have any formal instructed refresher training for			1. No refresher training specific for	for ensuring cleaning staff receive refresher training.							.		
	Refresher training for				1			Infection, Prevention &	cleaning staff, this may lead to inadequate processes being followed	1. Stat and mand training for staff		cleaning staff. 2. Lack of checks conducted on	2. Reminders to be issued to all cleaning staff regarding importance							, I		
471	cleaning staff	Being reviewed	Finance and Performance	Support Services	Mark Squires	Internal audit	Operational Risk	Control	which may result in IPC issues.	which covers IPC.	Adequate	wehicle harnesses for cleanliness.	of checking harnesses.	Aoderate Risk	12 N	oderate Risk	12	Low Risk	4	15/10/2014	19/12/2014	
										1. Some Health & Safety risk										.		
										assessments completed 2. Inspections for Improvment												
										schedule in place 3. Health & Safety Committee										.		
										reporting and monitoring 4. Staff side H&S reps in place and										.		
										working for R&S team 1 day per week			1. a)Develop risk assessment									
										on operational risk assessments. 5. Commenced risk assessment			proformas and guidance. 1.b) Implement risk assessment							.		
						Claims, Incidents, Internal			Inconsistent Health & Safety risk	project. 6. Additional staff member recruited		 Improved risk assessments and process to be developed. 	recording procedure. 2. Develop Dynamic Risk Assessment							.		
						business review, Legislative			assessment process leading to risk of	2 days per week to work on risk		2. Dynamic Risk Assessment packs	packs for vehicles in partnership with									
120	Risk assessment	Desing newlewed	Standards and Compliance	Risk and Safety	Shelley Jackson	requirement	Operational Risk	Health and safety	loss. injury and litization.	assessments.	Adequide	are to be developed.	staff side.	Acderate Risk	12 10	oderate Risk	12	Low Risk	4	09/09/2013	24/11/2014	
									Risk of non-compliance with estates related statutory legal requirements	Backlog maintenance program, estates rationalisation (5 year plan).												
									and best practice such as fire safety, clinical waste, portable appliance	estates upgrade through Board approved capital program, minor		Inconsistent application of procedures in relation to statutory	1. Regime to be developed for actions required							.		
	Statutory legal					Legislative requirement	A	Estates and facilities	testing, legionella, gas, electrical	works annual program and		compliance testing and assurance	2. Spot checking of contractor work							05/08/2013		
50	requirements	being reviewed	Finance and Vencemance	CS12045	Mark Squins	Legislative requirement	Operational Risk	Excess and facilities	installation and asbestos.	continuous maintenance function	madequate	processes in relation to contractors	to be developed n	ign rax	13	(n Kok	15	LOW ALL	,	05/08/2013	19/12/2014	
													1. Clinical Supervisors to prioritise									
																				l		
										1. Eineiffenet advastision is toking			skill gap review with technicians									
1									Places on Technician to Paramedic	1. Significant advertising is taking place in advance of the courses		1. Clinical Supervisors need to be	skill gap review with technicians 2. Orgoing communication to take place when concerns are identified									
									conversion courses are not being fully utilised. These places are fully funded	place in advance of the courses 2. OSCE preparation workshops are being offered		utilised to review skill gaps with Technicians	skill gap review with technicians 2. Ongoing communication to take place when concerns are identified, Information to continue to be made available to Technicians well in									
	Technician to Paramedic			Organisational					conversion courses are not being fully utilised. These places are fully funded but this funding is finite in that it	place in advance of the courses 2. OSCE preperation workshops are being offered 3. Locality Managers are baying 1:1's		utilised to review skill gaps with Technicians 2. Concerns in relation to OSCE	skill gap review with technicians 2. Ongoing communication to take place when concerns are identified, information to continue to be made available to Technicians well in advance of the OSCE courses. Further									
112	Technician to Paramedic conversion courses	Being neviewed	People & Engagement	Organisational Effectiveness and Education	Shelagh OLeary	Risk assessment	Strategic Risk	finatcial	conversion courses are not being fully utilised. These places are fully funded	place in advance of the courses 2. OSCE preparation workshops are being offered	Adequate	utilised to review skill gaps with Technicians 2. Concerns in relation to OSCE	skill gap review with technicians 2. Ongoing communication to take place when concerns are identified, Information to continue to be made available to Technicians well in	Aoderate Risk	12 10	oderate Nsk	12	Low Risk	4	01/05/2013	30/11/2014	
112	Technician to Paramedic convension courses	Being reviewed	People & Engagement	Organisational Effectiveness and Education	Shelagh OLeary	Risk assessment	Strategic Risk	financial	conversion courses are not being fully utilised. These places are fully funded but this funding is finite in that it cannot be rolled over if capacity is	place in advance of the courses 2. OSCE preperation workshops are being offered 3. Locality Managers are having 1:1's with Technicians to discuss available	Adequate	utilised to review skill gaps with Technicians 2. Concerns in relation to OSCE preparation needs to be reviewed and	skill gap review with technicians 2. Orgoing communication to take place when concerns are identified, information to continue to be made audubite to Technicians well in advance of the OSCE course, Further joint statements to be issued from management and UMSON b 1. Records management to be	Aoderate Risk	12 M	oderate Risk	12	Low Risk	4	01/05/2013	30/11/2014	
112	Technician to Paramedic convenion courses	Being reviewed	People & Engagement	Organisational Effectiveness and Education	Sheligh OLeary	Risk assessment	Stratogic Nisk	financial	conversion courses are not being fully utilised. These places are fully funded but this funding is finite in that it cannot be rolled over if capacity is	place in advance of the courses 2. OSCE preperation workshops are being offered 3. Locality Managers are having 1:1's with Technicians to discuss available	Adequite	utilised to review skill gaps with Technicians 2. Concerns in relation to OSCE preparation needs to be reviewed and addressed 1. Lack of records with details of	skill gap review with techniciam 2. Orgoing communication to take place when concerns are identified, information to continue to be made available to Techniciam will in advance of the OSCE courses, Further joint statements to be issued from management and UNISON 1. Records management to be improved. 2. Processes to be developed for	Asderate Risk	12 14	oderate Hisk	12	Low Risk	4	01/05/2013	30/11/2014	
112	Technician to Paramedic conversion courses	bring reviewed	People & Engagement	Organisational Effectiveness and Education	Shelagh OLeary	Risk assessment	Strategic Risk	Financial	conversion courses are not being fully utilised. These places are fully funded but this funding is finite in that it cannot be rolled over if capacity is not fully utilised, financial risk.	place in advance of the courses 2. OSCE preperation workshops are being offered 3. Locality Managers are having 1:1's with Technicians to discuss available	Adequate	utilised to review skill gaps with Technicians 2. Concerns in relation to OSCE preparation needs to be reviewed and addressed 1. Lack of records with details of tenancy arrangements.	shift gar neview with technicums 2. Orgonia communication to take place when concerns are identified, information to contrust to be made available to Technicars well in available to Technicars well in available to Technicars well in management to be issued from management to be issued from management to be improved. 2. Process to be developed for adequative managing tenancy agreements.	Apderate Risk		oderate Bisk	12	Low Rok	4	01/05/2013	30/11/2014	
112	Technician to Parametic conversion courses	bing reviewed	People & Engagement	Organisational Effectiveness and Education	Shelagh OLeary	Bik assessment	Strategic Risk	financial	conversion courses are not being fully utilised. These places are fully funded but this funding is finite in that it cannot be rolled over if capacity is not fully utilised, financial risk. If we do not have adequate processes in place for the management of	place in advance of the course 2. GCC properation workshops are being offered 3. Locality Managers are having 1:17: with Technicians to discus available options 1. Regular review by Estates Manager with AD Succost Services.	Adrepute	utilised to review skill gaps with Technicians 2. Concerns in relation to OSCE properation needs to be reviewed and addressed 1. Lack of records with details of tenancy arrangements. 2. Lack of process for managing	shill gar overwer with technicums 2. Orgonia communication to take place when concerns are identified, tiformation to continue to be made available to Technicarn well in advance of the GCC counsis, Urther plant takements to be issued from management and URDON 1. Reconst nanagement to be 2. Processes to be developed for adepending managements to 3. Review of tensory amerements to 1. Review of tensory amerements to	Agderate Risk		oderate Bisk	12	Low Risk		01/05/2013	30/11/2014	
112	Technician to Parametic conversion courses	Bring reviewed	People & Engagement	Organisational Effectiveness and Education Estates	Shalagh OLeary Mark Sguires	tisk assessment orternal audit	Strategic Risk Strategic Risk	Financial Regulatory compliance	conversion courses are not having fully utilised. There also are fully funded but this funding is firste in that it cannot be rolled over if capacity is not fully utilised, financial risk. If we do not have adequate processes in place for the management of meannane, this may lead to breach of	place in advance of the course 2. GCC properation workshops are being offered 3. Locality Managers are having 1:17: with Technicians to discus available options 1. Regular review by Estates Manager with AD Succost Services.	Adequate	utilised to review skill gaps with Technicians 2. Concerns in relation to OSCE preparation needs to be reviewed and addressed 1. Lack of records with details of tenancy arrangements.	shift gar neview with technicums 2. Orgonia communication to take place when concerns are identified, information to contrust to be made available to Technicars well in available to Technicars well in available to Technicars well in management to be issued from management to be issued from management to be improved. 2. Process to be developed for adequative managing tenancy agreements.	Abderate ISS.	12 0	oderate fisk	12	Low flik	4	01/06/2011	30/11/2014	
112	convension courses	herg environed	Propte & Engagement	Organisational Effectiveness and Education Estates	Shelayh OLeary Mark Squires	Risk associment	Strategic Risk Strategic Risk	Pinancial Regulatory compliance	conversion courses are not bring fully controlled. These places are fully funded but this funding is finite in that it cannot be rindle out if aparticity is not fully utilised, biancial not, in give do not have adequate processes in place for the management of manufact, Nin any lack to breach of applatory compliance.	place in advance of the courses 2. GSCP properties workshops are being offered 3. Locality Managers are having 3.1's with Technicians to discus available options 1. Regular review by Estates Manager with AD Support Services. 2. Project of groundbetw with	Meguse Insideguste	utilised to review skill gaps with Technicians 2. Concerns in relation to DSCE preparation needs to be reviewed and advessed 1. Lack of records with details of tenancy arringements. 2. Lack of process for managing tenancy arringements.	shill gar provine with technicums 2. Organize communication to take place when concerns are identified, information to continue to be made available to the hostication to the made management and the bis issued from management and the bis issued from management and the bis issued from management and the bis issued from adequately managing tennory 3. Records to be developed for adequately managing tennory 3. Records to the control provides to 3. Records the tennor adgreements to understand reference incluse privides to 3. Records the tennory agreements to where the tennory agreements to be the tennory agreements to the tennory agreement to tennory	Appharate Risk	12 8	nderate Nyk	32	Gee Bhà	4	01/05/2013 15/10/2014	30/11/2014 31/01/2015	
472	convension courses	Bing entered	People & Engagement	Organisational Effectiveness and Education Educes	Shelagh Oteary Mark Squires	Nisk assassment oternal audit	Stratagic Rok Stratagic Rok	Financial Begulatory compliance	conversion courses are not bring fully unliked. These places are fully funded but this funding is firste in that it cannot be relide our if opacity is not fully utilised, financial nuk. If we do not have adequate processes in place for the management of monotes, this may lead to breach of equilativy compliance.	place in advance of the courses 2. GCC properent workshops are being offered 3. Locality Managers are having 1.1's with Vechnicans to discuss available options 1. Regular noview by States Manager with AD Support Services. 2. Review of spreachaster atth addition of lithin for noview.	hagaan hadapada	utilised to review skill gaps with Technicians 2. Concerns in relation to DSCE preparation needs to be reviewed and advessed 1. Lack of records with details of tenancy arringements. 2. Lack of process for managing tenancy arringements.	shill gar provine with technicums 2. Organize communication to take place when concerns are identified, information to continue to be made available to the hostication to the made management and the bis issued from management and the bis issued from management and the bis issued from management and the bis issued from adequately managing tennory 3. Records to be developed for adequately managing tennory 3. Records to the control provides to 3. Records the tennor adgreements to understand reference incluse privides to 3. Records the tennory agreements to where the tennory agreements to be the tennory agreements to the tennory agreement to tennory	Anderste Rick Anderste Rick	12 W 13 W	oderate Rok	12 12	tee fish	4	01/05/2011 15/10/2014	30/11/2814 31/83/2815	
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