

**PWYLLGOR CYLLID
FINANCE COMMITTEE**

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| DYDDIAD Y CYFARFOD: DATE OF MEETING: | 25 May 2021 |
| TEITL YR ADRODDIAD: TITLE OF REPORT: | Operational Risk Report |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Huw Thomas, Director of Finance |
| SWYDDOG ADRODD: REPORTING OFFICER: | Huw Thomas, Director of Finance |

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Ar Gyfer Trafodaeth/For Discussion

**ADRODDIAD SCAA
SBAR REPORT**

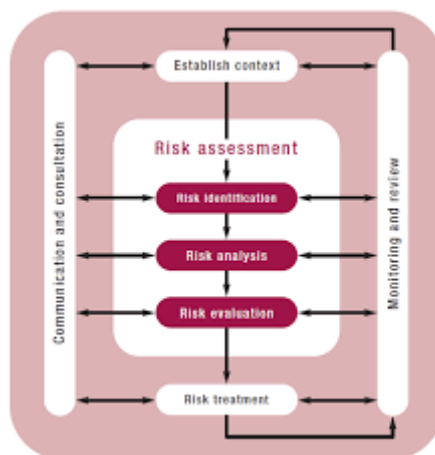
Sefyllfa / Situation

The Finance Committee is responsible for providing assurance to the Board that risks affecting finance are being identified, assessed and managed effectively.

The Committee is asked to seek assurance from Lead Officers/ representatives of the Directorates that the operational risks identified in the attached reports are being managed effectively.

Cefndir / Background

Effective risk management requires a 'monitoring and review' structure to be in place, to ensure that risks are effectively identified and assessed, and that appropriate controls and responses are in place.



(Risk Management Process, ISO 31000)

Operational risks must be managed within Directorates under the ownership and leadership of individual Executive Directors, who must establish local arrangements for the review of their Risk Registers, which includes the validation of the information and risk scores, and the prioritisation and identification of solutions to their risks. In addition to these local arrangements, formal monitoring and scrutiny processes are in place within Hywel Dda

University Health Board (HDdUHB) to provide assurance to the Board that risks are being managed effectively.

All risks identified within the Datix Risk Module must be assigned to a formal Board Committee, Sub-Committee or Group which will be responsible for securing assurance that risks within their remit are being managed effectively. Appendix 1 shows the different levels of Risk Registers within HDdUHB. Appendix 2 shows how risk is reported within the Health Board.

A monthly reminder is circulated to Management Leads requesting that risk assessments and risks actions are reviewed and updated in line with the following timescales for review:

| | DEFINITION | MINIMUM REVIEW FREQUENCY |
|-------|------------|--|
| 15-25 | Extreme | This type of risk is considered extreme and should be reviewed and progress on actions updated at least monthly. |
| 8-12 | High | This type of risk is considered high and should be reviewed and progress on actions updated at least bi-monthly. |
| 4-6 | Moderate | This type of risk is considered moderate and should be reviewed and progress on actions updated at least every six months. |
| 1-3 | Low | This type of risk is considered low risk and should be reviewed and progress on actions updated at least annually. |

In monitoring the risks associated with their respective areas of activity, each Committee, Sub-Committee and Group is responsible for:

- Scrutinising operational risks within their remit; either through receiving the Risk Registers or through Service Reports;
- Gaining assurance that risks are being appropriately managed, effective controls are in place, and planned additional controls are being implemented;
- Challenging pace of delivery of actions to mitigate risk;
- Identifying, through discussions, new and emerging risks and ensuring these are assessed by those with the relevant responsibility;
- Providing assurance to its parent Committee, or to the Board, that risks are being managed effectively and reporting risks which have exceeded tolerance through its Committee/ Sub-Committee/ Group Update Report;
- Using Risk Registers to inform meeting agendas.

It is therefore essential that the membership of these Committees and Sub-Committees includes appropriate representation from Directorates, and that they are in attendance to provide assurance and to respond to queries.

Relevant discussion should be reflected in the Finance Committee Update Report to the Board to provide assurance on the management of significant risks. This will include risks that are not being managed within tolerance levels (see [Risk Appetite Statement](#)), and any other risks, as appropriate.

Asesiad / Assessment

The Finance Committee's Terms of Reference state that it will:

- Seek assurance on the management of principal risks within the Board Assurance Framework (BAF) and Corporate Risk Register (CRR) allocated to the Committee (financial risks), and provide assurance to the Board that risks are being managed

effectively, reporting any areas of significant concern e.g. where risk appetite is exceeded, lack of timely action.

- Consider and keep under review the organisation’s medium-term financial strategy in relation to both revenue and capital risks.

The 11 risks presented in the attached Risk Register (Appendix 3) as at 7th May 2021 have been extracted from Datix, based on the following criteria:

- The Finance Committee has been selected by the Risk Lead as the ‘Assuring Committee’ on Datix;
- The current risk score exceeds the tolerance level, as discussed and agreed by the Board on 27th September 2018;
- Risks have been approved at Directorate level on Datix;
- Risks have not been escalated to the CRR.

All 11 risks have been scored against the *Finance, including Claims* ‘impact’ domain.

Below is a **summary** of the 11 risks, ranked highest to lowest by current score, which meet the criteria for submission to the Finance Committee on 25th May 2021.

| | |
|---|----|
| TOTAL NUMBER OF RISKS | 11 |
| NEW RISKS ENTERED ON DATIX | 0 |
| INCREASE IN CURRENT RISK SCORE ↑ 975 – Risk was previously below tolerance, but risk score increased from 2 to 10 in April 2021 and now reportable to the Committee 983 - Risk was previously below tolerance, but risk score increased from 6 to 9 in April 2021 and now reportable to the Committee | 2 |
| NO CHANGE IN RISK SCORE ↔ | 9 |
| REDUCTION IN RISK SCORE ↓ | 0 |
| REMOVED RISKS 974 – Risk related to financial year 2020/21 therefore closed, with new risk to be written for financial year 2021/22 970 - Risk related to financial year 2020/21 therefore closed, with new risk to be written for financial year 2021/22 525 – Risk has been reassigned to OQSESC 134 - Risk has been reassigned to OQSESC 977 – Risk closed by General Manager of Prince Philip Hospital in February 2021 as the site had underspent for the year 972 - Risk related to financial year 2020/21 therefore closed, with new risk to be written for financial year 2021/22 | 6 |
| EXTREME (RED) RISKS (based on ‘Current Risk Score’) | 0 |
| HIGH (AMBER) RISKS (based on ‘Current Risk Score’) | 11 |

The summary table below has been extracted from the Datix system:

| Risk Ref | Date Risk Identified | Title | Directorate | Current Risk Score | Rationale for the Current Risk Score | Target Risk Score |
|----------|----------------------|--|----------------|--------------------|--|-------------------|
| 958 | 01/09/20 | Failure to remain within allocated budget over the medium term (Scheduled Care). | Scheduled Care | 12 ↔ | Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising | 4 |

| | | | | | | |
|-----|----------|--|--|-----------|---|---|
| | | | | | due to service changes in response to COVID-19. | |
| 971 | 01/05/20 | Failure to remain within allocated budget over the medium term (MH&LD). | Mental Health and Learning Disabilities | 12 ↔ | Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising due to service changes in response to COVID-19. | 4 |
| 975 | 01/05/20 | Failure to remain within allocated budget over the medium term (Estates & Facilities). | Estates and Facilities: Directorate Team | 10 NEW | Finance Business Partners continue to work with the Estates team, however the risk score has been recently increased as an additional cleaning standards costing £3m is required. Currently awaiting WG funding decision. | |
| 979 | 01/07/20 | Failure to remain within allocated budget over the medium term (GGH). | Unscheduled Care: Glangwili General Hospital | 9 ↔ | <i>No rationale added in Datix.</i> | 6 |
| 980 | 01/07/20 | Failure to remain within allocated budget over the medium term (WGH). | Unscheduled Care: Witybush General Hospital | 9 ↔ | Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising due to service changes in response to COVID-19. | 5 |
| 964 | 03/08/20 | Failure to remain within allocated budget over the medium term (Carmarthenshire). | Three Counties: Carmarthenshire | 9 ↔ | <i>No rationale added in Datix.</i> | 6 |
| 966 | 03/08/20 | Failure to remain within allocated budget over the medium term (Medicines Management). | Primary, Community and Long Term Care | 9 ↔ | The national agreed price per item increases and item demand / growth continues to drive the financial liability for Medicines Management, mainly within Primary Care prescribing. Category M price increase announced from January 2021 with additional cost pressure of £0.5m in FY21 year. | 6 |
| 967 | 03/08/20 | Failure to remain within allocated budget over the medium term (P,C<C). | Primary, Community and Long Term Care | 9 ↔ | <i>No rationale added in Datix.</i> | 6 |
| 968 | 03/08/20 | Failure to remain within allocated budget over the | Three Counties: | 9 | <i>No rationale added in Datix.</i> | 6 |

| | | | | | | |
|-----|----------|--|--|----------|---|---|
| | | medium term (Pembrokeshire). | Pembrokeshire | ↔ | | |
| 983 | 22/07/21 | Failure to remain within allocated budget over the medium term (BGH). | Unscheduled Care: Bronglais General Hospital | 9 NEW | The change in score reflects the financial forecast undertaken in April 2021, which reflects the estimated pressures around maintaining capacity within Bronglais. Mitigating actions are being pursued with the bid for SDEC and interaction with Community urgent care proposals that will impact positively on the pressures and capacity requirement in BGH. | 3 |
| 516 | 27/05/16 | Health Board-wide risk regarding VAT advice on historic Design for Life Schemes is incomplete. | Finance | 8 ↔ | KPMG are currently in discussion with HMRC about the treatment of the VAT on the FOH Final Account. HMRC responded in March 2021 requesting a timescale for submission of the Final Claim for the scheme so that they can approve a final recovery percentage and adjust for the whole life of the scheme. KPMG have produced a response, to be sent to HMRC early May, setting out alternative proposals with a view to reaching a compromise agreement. | 8 |

The Risk Register at Appendix 3 details the responses to each risk, i.e. the Risk Action Plan.

Finance Business Partners are supporting Service and Directorate management to manage their financial risks, therefore the Finance ‘themed’ Risk Register will no longer be reported to the Finance Committee.

The Finance Directorate, through its business partnership arrangements, is finalising the risk assessments in regard to the failure to remain within allocated budget in the current financial year (2021/22) and will work with appropriate operational services to ensure these risks are reflected on their Risk Registers and are allocated the appropriate support to manage them effectively.

The table below shows when risks assigned to the Finance Committee were last updated within 3 month timeframes. These risks are assigned to the Finance Committee (18 risks), regardless of whether they meet the criteria set out on page 3 of this SBAR.

| | Risk updated within last 0-3 months | 3-6 Risk updated within last months | Risk updated within last 6-9 months |
|-------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Directorate Level risk | 50% | 22% | 0% |
| Service Level risk | 11% | 6% | 11% |

Argymhelliad / Recommendation

The Finance Committee is asked to:

- Review and scrutinise the risks included within this report to seek assurance that all relevant controls and mitigating actions are in place.
- Discuss whether the planned action will be implemented within stated timescales and will reduce the risk further and/ or mitigate the impact, should the risk materialise.

This in turn will enable the Committee to provide the necessary assurance to the Board that these risks are being managed effectively.

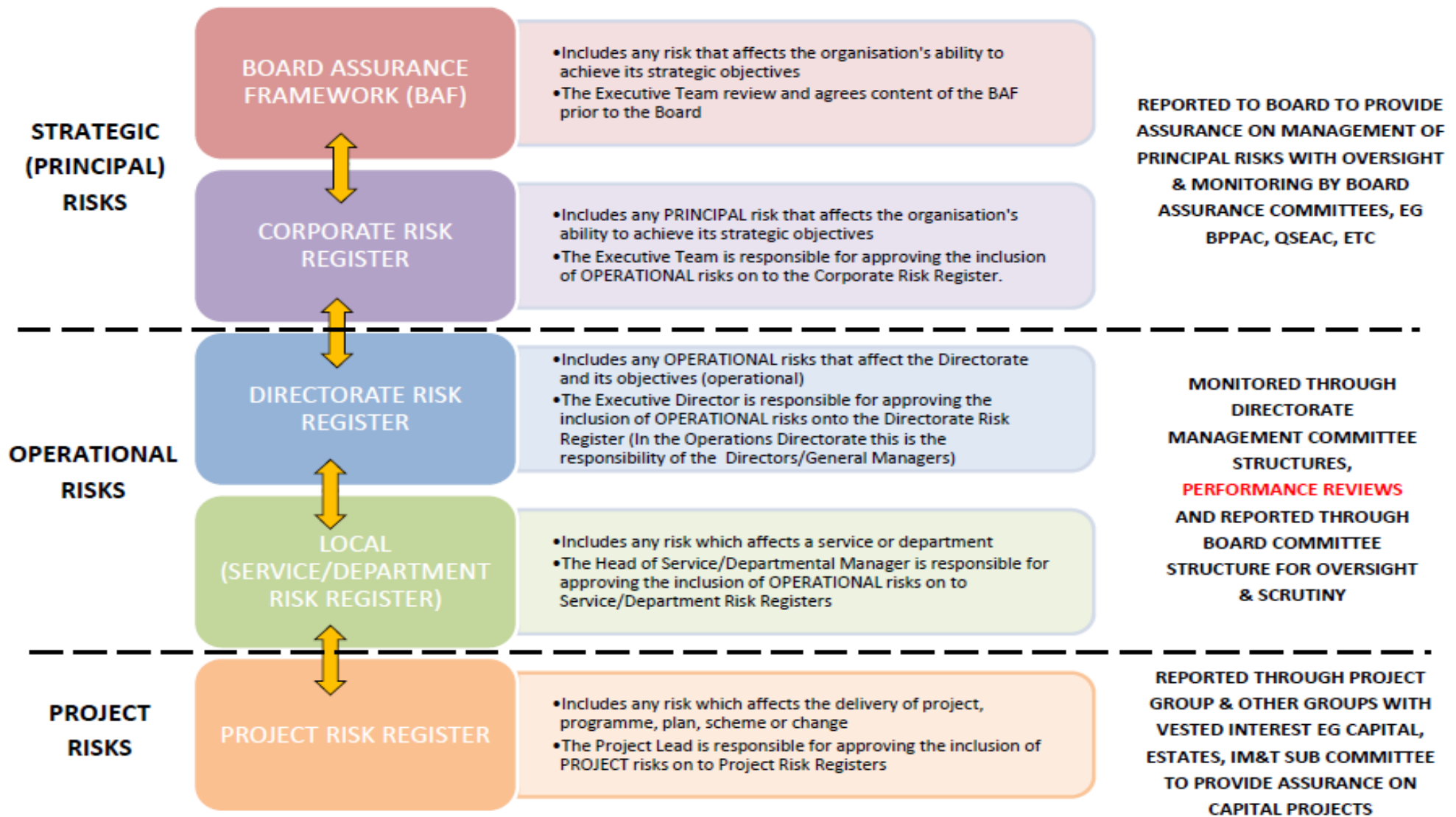
| Amcanion: (rhaid cwblhau) Objectives: (must be completed) | |
|--|--|
| Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor: | 3.3 Seek assurance on the management of principal risks within the Board Assurance Framework and Corporate Risk Register allocated to the Committee (financial risks), and provide assurance to the Board that risks are being managed effectively and that any areas of significant concern are reported e.g. where risk appetite is exceeded, or where there is a lack of timely action. |
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score: | Contained in the report |
| Safon(au) Gofal ac Iechyd: Health and Care Standard(s): | All Health & Care Standards Apply |
| Amcanion Strategol y BIP: UHB Strategic Objectives: | All Strategic Objectives are applicable |
| Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Statement | Not Applicable |

| Gwybodaeth Ychwanegol: Further Information: | |
|--|--|
| Ar sail tystiolaeth: Evidence Base: | Underpinning risk on the Datix Risk Module from across HDdUHB's services, reviewed by risk leads/ owners |
| Rhestr Termiau: Glossary of Terms: | Risk Appetite - <i>the amount of risk that an organisation is willing to pursue or retain</i> ' (ISO Guide 73, 2009) |

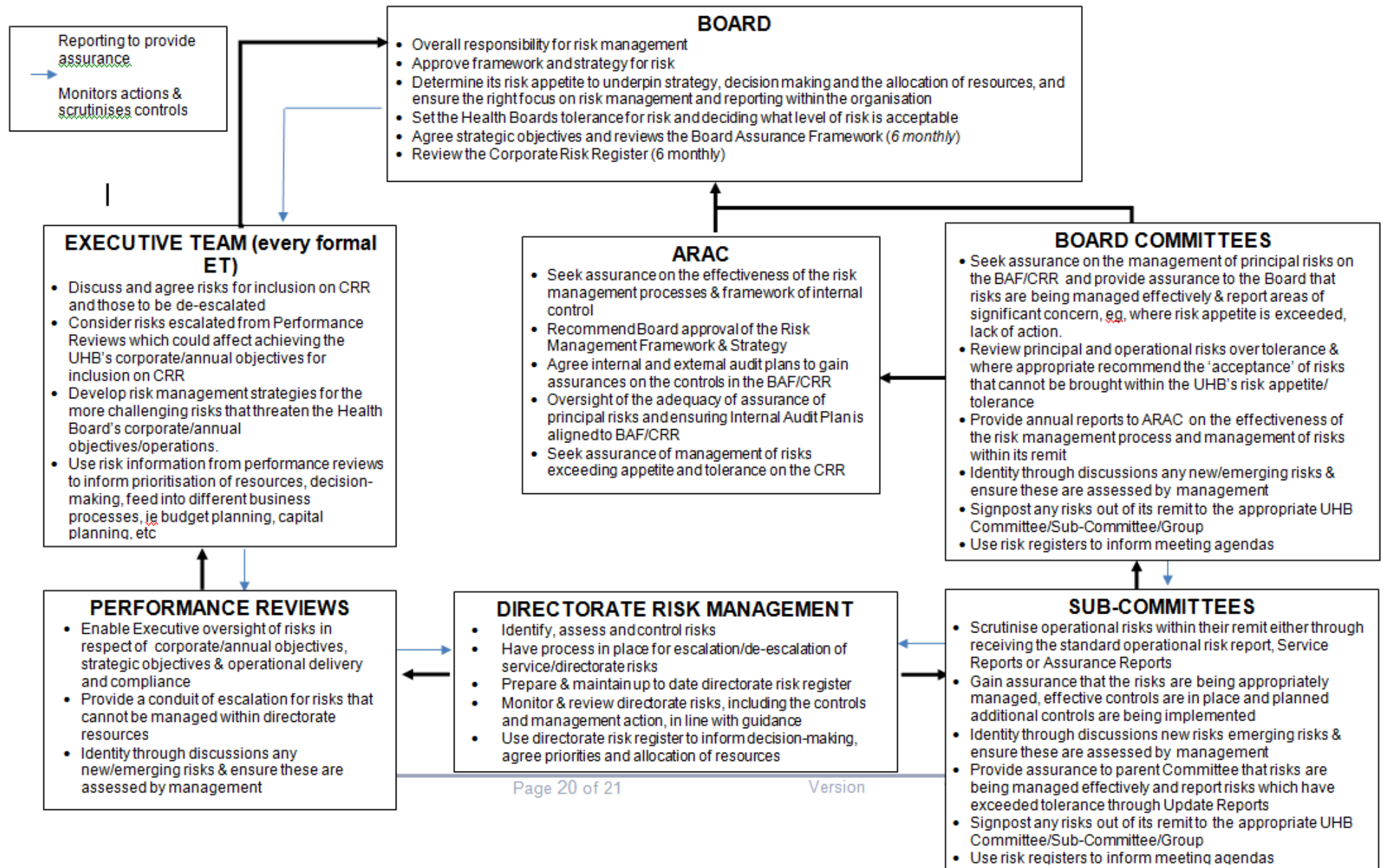
| | |
|---|--|
| | Risk Tolerance - <i>the organisation's readiness to bear a risk after risk treatment in order to achieve its objectives</i> (ISO Guide 73, 2009) |
| Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cyllid: Parties / Committees consulted prior to Finance Committee: | Not Applicable although Risk Registers are submitted to Performance Reviews. |

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|---|---|
| Effaith: (rhaid cwblhau) Impact: (must be completed) | |
| Ariannol / Gwerth am Arian: Financial / Service: | No direct impacts from report however impacts of each risk are outlined in risk description. |
| Ansawdd / Gofal Claf: Quality / Patient Care: | No direct impacts from report however impacts of each risk are outlined in risk description. |
| Gweithlu: Workforce: | No direct impacts from report however impacts of each risk are outlined in risk description. |
| Risg: Risk: | No direct impacts from report however organisations are expected to have effective risk management systems in place. |
| Cyfreithiol: Legal: | No direct impacts from report however proactive risk management including learning from incidents and events contributes towards reducing/ eliminating recurrence of risk materialising and mitigates against any possible legal claim with a financial impact. |
| Enw Da: Reputational: | Poor management of risks can lead to loss of stakeholder confidence. Organisations are expected to have effective risk management systems in place and take steps to reduce/ mitigate risks. |
| Gyfrinachedd: Privacy: | No direct impacts from report however impacts of each risk are outlined in risk description. |
| Cydraddoldeb: Equality: | Has EqIA screening been undertaken? No Has a full EqIA been undertaken? No |

Appendix 1 – Risk Registers



14. Appendix 2 Committee reporting structure



| Risk Ref | Status of Risk | Health and Care Standards Directorate | Directorate lead | Management or service lead | Date risk identified | Risk Statement | Existing Control Measures Currently in Place | Domain | Risk Tolerance Score | Current Likelihood | Current Impact | Current Risk Score | Additional Risk Action Required | By Whom | By When | Progress Update on Risk Actions | Lead Committee | Target Likelihood | Target Impact | Target Risk Score | Detailed Risk Decision | Review date | |
|----------|------------------------|---------------------------------------|------------------|----------------------------|----------------------|----------------|---|---|----------------------|--------------------|----------------|--------------------|---------------------------------|--|---|--|---|-------------------|---------------|-------------------|------------------------|-------------|-----------|
| 958 | Directorate Level Risk | | Scheduled Care | Hlire, Stephanie | Blinding, Daniel | 01-sep-20 | <p>There is a risk of the Scheduled Care Directorate failing to remain within their allocated budget over the medium term.</p> <p>This is caused by the inability to either: 1. Identify and deliver robust and realistic recurrent savings plans, 2. Manage the impact of the COVID-19 pandemic within available funding, 3. Manage the impact on the underlying deficit of resulting non-delivery of the recurrent savings requirement, or, 4. Identify and implement opportunities in such a way that the financial gains are realised and an improvement trajectory is achieved.</p> <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | <p>Understanding the underlying deficit. A pre-COVID-19 assessment has been completed, which will need to be reviewed in light of the impact of the pandemic.</p> <p>Finance business partners are working closely with the operating team to understand the directorates COVID costs, and proactively managing these costs to ensure there is clear understanding of the choices to be made to stop these costs from being incurred</p> <p>Recovery plans in the medium term will require additional funding if previous RTT type metrics are to be instated</p> | Finance inc. claims | 6 | 3 | 4 | 12 | <p>A 3-year financial training programme is being developed for budget holders as part of the Health Board's three year Plan. A reporting dashboard is under development to improve the accessibility to financial and non-financial information for budget holders and to allow a better understanding of cost drivers. This will facilitate better and more informed decision making by budget holders</p> <p>Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising due to service changes in response to COVID-19.</p> | <p>Blinding, Daniel</p> <p>Blinding, Daniel</p> | <p>31/12/2020 31/03/2022</p> <p>Completed</p> | <p>A reporting Dashboard for financial information has been achieved. The training programme was initially paused due to essential financial work due to Covid response and will be picked up and refined with an estimate delivery date of 03 / 2022.</p> <p>Completed</p> | Finance Committee | 2 | 2 | 4 | Treat | 07-mai-21 |
| 971 | Directorate Level Risk | | MHLD | Carroll, Mrs Liz | Popham, Leon | 01-mai-20 | <p>There is a risk of the MH&LD Directorate failing to remain within their allocated budget over the medium term.</p> <p>This is caused by the inability to either: Identify and deliver robust and realistic recurrent savings plans. Manage the impact of the COVID-19 pandemic within available funding. Manage the impact on the underlying deficit of resulting non-delivery of the recurrent savings requirement. Identify and implement opportunities in such a way that the financial gains are realised and an improvement trajectory is achieved.</p> <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | <p>Understanding the underlying deficit. A pre-COVID-19 assessment has been completed, which will need to be reviewed in light of the impact of the pandemic.</p> <p>Finance Business Partners work closely with budget holders to support informed decision making and ensure that there is sufficient focus on the financial implications of operational pressures and mitigating actions.</p> | Finance inc. claims | 6 | 3 | 4 | 12 | <p>Risk Register will be a standing agenda item at BP&PAG on a bi-monthly basis. End of month meeting with Directorate Finance Business Partner, KPI meetings and individual Head of Service meetings will also be forums for monitoring the position and informing and managing the forecast.</p> <p>A 3-year financial training programme is being developed for budget holders as part of the Health Board's three year Plan. A reporting dashboard is under development to improve the accessibility to financial and non-financial information for budget holders and to allow a better understanding of cost drivers. This will facilitate better and more informed decision making by budget holders.</p> | <p>Carroll, Mrs Liz</p> <p>Popham, Leon</p> | <p>31/03/2021</p> <p>31/12/2020 31/03/2021</p> | <p>New action.</p> <p>A reporting Dashboard for financial information has been achieved. Work in underway to include non-financial information also into the monthly Finance Dashboard to a plan, and this is currently scheduled for completion in 31/01/2021. The training programme was initially paused due to essential financial work due to Covid response and will be picked up and refined with an estimate delivery date of 03 / 2022</p> | Finance Committee | 1 | 4 | 4 | Treat | 01-mar-21 |

| Risk Ref | Status of Risk | Health and Care Standards Directorate | Directorate lead | Management or service lead | Date risk identified | Risk Statement | Existing Control Measures Currently in Place | Domain | Risk Tolerance Score | Current Likelihood | Current Impact | Current Risk Score | Additional Risk Action Required | By Whom | By When | Progress Update on Risk Actions | Lead Committee | Target Likelihood | Target Impact | Target Risk Score | Detailed Risk Decision | Review date |
|----------|------------------------|---------------------------------------|------------------|----------------------------|----------------------|---|--|---------------------|----------------------|--------------------|----------------|--------------------|---|--------------|-----------------------|---|-------------------|-------------------|---------------|-------------------|------------------------|-------------|
| 975 | Directorate Level Risk | | Elliott, Rob | Popham, Leon | 01-mai-20 | <p>There is a risk of the Estates and Facilities Directorate failing to remain within their allocated budget over the medium term.</p> <p>This is caused by the inability to either: 1. Identify and deliver robust and realistic recurrent savings plans, 2. Manage the impact of the COVID-19 pandemic within available funding, 3. Manage the impact on the underlying deficit of resulting non-delivery of the recurrent savings requirement, or, 4. Identify and implement opportunities in such a way that the financial gains are realised and an improvement trajectory is achieved.</p> <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | <p>Understanding the underlying deficit. A pre-COVID-19 assessment has been completed, which will need to be reviewed in light of the impact of the pandemic.</p> <p>Finance Business Partners work closely with budget holders to support informed decision making and ensure that there is sufficient focus on the financial implications of operational pressures and mitigating actions.</p> | Finance inc. claims | 6 | 2 | 5 | 10 | <p>A 3-year financial training programme is being developed for budget holders as part of the Health Board's three year Plan.</p> <p>A reporting dashboard is under development to improve the accessibility to financial and non-financial information for budget holders and to allow a better understanding of cost drivers. This will facilitate better and more informed decision making by budget holders.</p> <p>Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit for FY22, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising due to service changes in response to COVID-19.</p> | Popham, Leon | 31/12/2020 31/01/2021 | <p>A reporting Dashboard for financial information has been achieved. Work in underway to include non-financial information also into the monthly Finance Dashboard to a plan, and this is currently scheduled for completion in 31/01/2021. The training programme was initially paused due to essential financial work due to Covid response and will be picked up and refined with an estimate delivery date of 03 / 2022</p> <p>A reporting Dashboard for financial information has been achieved. Work in underway to include non-financial information also into the monthly Finance Dashboard to a plan, and this is currently scheduled for completion in 31/01/2021. The training programme was initially paused due to essential financial work due to Covid response and will be picked up and refined with an estimate delivery date of 03 / 2022</p> <p>Complete</p> | Finance Committee | 1 | 5 | 5 | Treat | 15-des-20 |

| Risk Ref | Status of Risk | Health and Care Standards | Directorate | Directorate lead | Management or service lead | Date risk identified | Risk Statement | Existing Control Measures Currently in Place | Domain | Risk Tolerance Score | Current Likelihood | Current Impact | Current Risk Score | Additional Risk Action Required | By Whom | By When | Progress Update on Risk Actions | Lead Committee | Target Likelihood | Target Impact | Target Risk Score | Detailed Risk Decision | Review date |
|----------|------------------------|---------------------------|-------------|-----------------------|----------------------------|----------------------|--|--|---------------------|----------------------|--------------------|----------------|--------------------|---|---|--|---|-------------------|-------------------|---------------|-------------------|------------------------|-------------|
| 979 | Directorate Level Risk | | USC: GGH | Perry, Sarah | Billen, Janine | 01-jul-20 | <p>There is a risk of the GGH Directorate failing to remain within their allocated budget over the medium term.</p> <p>This is caused by inability to either: 1. Identify and deliver robust and realistic recurrent savings plans, 2. Manage the impact of the COVID-19 pandemic within available funding, 3. Manage the impact on the underlying deficit of resulting non-delivery of the recurrent savings requirement, or, 4. Identify and implement opportunities in such a way that the financial gains are realised and an improvement trajectory is achieved.</p> <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | <p>Understanding the underlying deficit. A pre-COVID-19 assessment has been completed, which will need to be reviewed in light of the impact of the pandemic.</p> <p>Finance Business Partners work closely with budget holders to support informed decision making and ensure that there is sufficient focus on the financial implications of operational pressures and mitigating actions.</p> <p>Finance Business Partners review with Directorate the opportunities from the framework during 20-21.</p> | Finance inc. claims | 6 | 3 | 3 | 9 | <p>A 3-year financial training programme is being developed for budget holders as part of the Health Board's three year Plan.</p> <p>A reporting dashboard is under development to improve the accessibility to financial and non-financial information for budget holders and to allow a better understanding of cost drivers. This will facilitate better and more informed decision making by budget holders.</p> <p>Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit for FY22, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising due to service changes in response to COVID-19.</p> <p>4. Work with County Director and Primary Care to review high users of the services in PPH to quantify impact of social needs and / or GP cluster behaviours. Review with Health System and through integrated partnership working avenue of opportunities' to pursue to reduce cost base and maintain capacity and ensure patient safety and improved outcome.</p> | <p>Billen, Janine</p> <p>Billen, Janine</p> <p>Billen, Janine</p> <p>Billen, Janine</p> | <p>31/12/2020 31/01/2021</p> <p>Completed</p> <p>Completed</p> <p>31/12/2020</p> | <p>A reporting Dashboard for financial information has been achieved. Work in underway to include non-financial information also into the monthly Finance Dashboard to a plan, and this is currently scheduled for completion in 31/01/2021. The training programme was initially paused due to essential financial work due to Covid response and will be picked up and refined with an estimate delivery date of 03/2022.</p> <p>Complete.</p> <p>Achieved.</p> <p>New actions.</p> | Finance Committee | 3 | 2 | 6 | Treat | 14-des-20 |
| 980 | Directorate Level Risk | | USC: WGH | Cole-Williams, Janice | Jones, Keith | 01-jul-20 | <p>There is a risk of of the WGH Directorate failing to remain within their allocated budget over the medium term.</p> <p>This is caused by the inability to either: Identify and deliver robust and realistic recurrent savings plans, manage the impact of the COVID-19</p> | <p>Understanding the underlying deficit. Work with budget holders to understand the impact of moving into a post Covid environment.</p> <p>Finance Business Partners work closely with budget holders to support informed decision making and ensure that there is sufficient focus on the financial implications of operational pressures and mitigating</p> | Finance inc. claims | 6 | 3 | 3 | 9 | <p>A 3-year financial training programme is being developed for budget holders as part of the Health Board's three year Plan. This will facilitate better and more informed decision making by budget holders.</p> | <p>Jones, Keith</p> | <p>31/12/2020 31/03/2022</p> | <p>A reporting Dashboard for financial information has been achieved. The training programme was initially paused due to essential financial work due to Covid response and will be picked up and refined with an estimate delivery date of 03/2022.</p> | Finance Committee | 3 | 2 | 6 | Treat | 07-mai-21 |

| Risk Ref | Status of Risk | Health and Care Standards Directorate | Directorate lead | Management or service lead | Date risk identified | Risk Statement | Existing Control Measures Currently in Place | Domain | Risk Tolerance Score | Current Likelihood | Current Impact | Current Risk Score | Additional Risk Action Required | By Whom | By When | Progress Update on Risk Actions | Lead Committee | Target Likelihood | Target Impact | Target Risk Score | Detailed Risk Decision | Review date |
|----------|------------------------|---------------------------------------|------------------|----------------------------|----------------------|---|--|---------------------|----------------------|--------------------|----------------|--------------------|---|----------------|-----------------------|---|-------------------|-------------------|---------------|-------------------|------------------------|-------------|
| | | | | | | <p>pandemic within available funding, manage the impact on the underlying deficit of resulting non-delivery of the recurrent savings requirement, or, identify and implement opportunities in such a way that the financial gains are realised and an improvement trajectory is achieved.</p> <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | <p>actions.</p> <p>Finance Business Partners review with Directorate the opportunities from the framework during 21-22 incorporating the lessons form learned operating in the Covid environment. Health Systems Evaluation Meetings with Director of Finance.</p> | | | | | | <p>Develop a reporting dashboard to improve the accessibility to financial and non-financial information for budget holders and to allow a better understanding of cost drivers.</p> | Jones, Keith | 31/12/2020 31/03/2022 | <p>A reporting Dashboard for financial information has been achieved. The training programme was initially paused due to essential financial work due to Covid response and will be picked up and refined with an estimate delivery date of 03/2022.</p> | | | | | | |
| | | | | | | <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | | | | | | | <p>Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit for FY22, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising due to service changes in response to COVID-19.</p> | Jones, Keith | Completed | Achieved | | | | | | |
| 964 | Directorate Level Risk | | Dawson, Rhian | Billen, Janine | 03-aug-20 | <p>There is a risk of of the Directorate failing to remain within their allocated budget over the medium term.</p> <p>This is caused by the inability to either: Identify and deliver robust and realistic recurrent savings plans, manage the impact of the COVID-19 pandemic within available funding, manage the impact on the underlying deficit of resulting non-delivery of the recurrent savings requirement, or, identify and implement opportunities in such a way that the financial gains are realised and an improvement trajectory is achieved.</p> <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | <p>Understanding the underlying deficit. A pre-COVID-19 assessment has been completed, which will need to be reviewed in light of the impact of the pandemic.</p> <p>Finance Business Partners work closely with budget holders to support informed decision making and ensure that there is sufficient focus on the financial implications of operational pressures and mitigating actions.</p> <p>Finance Business Partners review with Directorate the opportunities from the framework during 20-21.</p> <p>Health Systems Evaluation Meetings with Director of Finance.</p> | Finance inc. claims | 6 | 3 | 3 | 9 | <p>A 3-year financial training programme is being developed for budget holders as part of the Health Board's three year Plan. A reporting dashboard is under development to improve the accessibility to financial and non-financial information for budget holders and to allow a better understanding of cost drivers. This will facilitate better and more informed decision making by budget holders.</p> | Billen, Janine | 31/12/2020 31/01/2021 | <p>A reporting Dashboard for financial information has been achieved. Work in underway to include non-financial information also into the monthly Finance Dashboard to a plan, and this is currently scheduled for completion in 31/01/2021. The training programme was initially paused due to essential financial work due to Covid response and will be picked up and refined with an estimate delivery date of 03/2022.</p> | Finance Committee | 3 | 2 | 6 | Treat | 11-des-20 |
| | | | | | | <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | | | | | | | <p>Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit for FY22, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising due to service changes in response to COVID-19. This we can tick off as part of the IMTP process.</p> | Billen, Janine | Completed | Achieved | | | | | | |

| Risk Ref | Status of Risk | Health and Care Standards | Directorate | Directorate lead | Management or service lead | Date risk identified | Risk Statement | Existing Control Measures Currently in Place | Domain | Risk Tolerance Score | Current Likelihood | Current Impact | Current Risk Score | Additional Risk Action Required | By Whom | By When | Progress Update on Risk Actions | Lead Committee | Target Likelihood | Target Impact | Target Risk Score | Detailed Risk Decision | Review date |
|----------|------------------------|--|-------------------------------|-------------------|----------------------------|----------------------|--|--|---------------------|----------------------|--------------------|----------------|--------------------|--|----------------|-----------------------|---|-------------------|-------------------|---------------|-------------------|------------------------|-------------|
| 966 | Directorate Level Risk | Standard 2.1 Managing Risk and Promoting Health and Safety | P,C,LTC: Medicines Management | Pugh-Jones, Jenny | Jarman, Carwen | 03-aug-20 | <p>There is a risk of the Directorate failing to remain within their allocated budget over the medium term.</p> <p>This is caused by the inability to either: Identify and deliver robust and realistic recurrent savings plans, manage the impact of the COVID-19 pandemic within available funding, manage the impact on the underlying deficit of resulting non-delivery of the recurrent savings requirement, or, identify and implement opportunities in such a way that the financial gains are realised and an improvement trajectory is achieved.</p> <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | <p>Understanding the underlying deficit. A pre-COVID-19 assessment has been completed, which will need to be reviewed in light of the impact of the pandemic</p> <p>Finance Business Partners work closely with budget holders to support informed decision making and ensure that there is sufficient focus on the financial implications of operational pressures and mitigating actions.</p> <p>Finance Business Partners review with Directorate the opportunities from the framework during 2021-22.</p> | Finance inc. claims | 6 | 3 | 3 | 9 | <p>A 3-year financial training programme is being developed for budget holders as part of the Health Board's three year Plan. . A reporting dashboard is under development to improve the accessibility to financial and non-financial information for budget holders and to allow a better understanding of cost drivers. This will facilitate better and more informed decision making by budget holders.</p> <p>Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising due to service changes in response to COVID-19</p> | Jarman, Carwen | 31/12/2020 30/09/2021 | <p>The implementation of the training programme was put on hold during the pressured winter period, this has now been revisited and will need some revision and a programme of training shared and delivered for budget holders by 30th September 2021.</p> <p>new action</p> | Finance Committee | 3 | 2 | 6 | Treat | 06-mai-21 |
| 967 | Directorate Level Risk | | P,C,LTC: Primary Care | Bond, Rhian | Jones, Keith | 03-aug-20 | <p>There is a risk of the Directorate failing to remain within their allocated budget over the medium term.</p> <p>This is caused by the inability to either: Identify and deliver robust and realistic recurrent savings plans. Manage the impact of the COVID-19 pandemic within available funding. Manage the impact on the underlying deficit of resulting non-delivery of the recurrent savings requirement, or Identify and implement opportunities in such a way that the financial gains are realised and an improvement trajectory is achieved.</p> <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | <p>Understanding the underlying deficit. Work with budget holders to understand the impact of moving into a post Covid environment.</p> <p>Finance Business Partners work closely with budget holders to support informed decision making and ensure that there is sufficient focus on the financial implications of operational pressures and mitigating actions.</p> <p>Finance Business Partners review with Directorate the opportunities from the framework during 21-22 incorporating the lessons form learned operating in the Covid environment.</p> | Finance inc. claims | 6 | 3 | 3 | 9 | <p>A 3-year financial training programme is being developed for budget holders as part of the Health Board's three year Plan. A reporting dashboard is under development to improve the accessibility to financial and non-financial information for budget holders and to allow a better understanding of cost drivers. This will facilitate better and more informed decision making by budget holders.</p> <p>Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising due to service changes in response to COVID-19.</p> | Jones, Keith | 31/12/2020 31/03/2022 | <p>A reporting Dashboard for financial information has been achieved.Â The training programme was initially paused due to essential financial work due to Covid response and will be picked up and refined with an estimate delivery date of 03/2022.</p> <p>Achieved.</p> | Finance Committee | 3 | 2 | 6 | Treat | 07-mai-21 |

| Risk Ref | Status of Risk | Health and Care Standards | Directorate | Directorate lead | Management or service lead | Date risk identified | Risk Statement | Existing Control Measures Currently in Place | Domain | Risk Tolerance Score | Current Likelihood | Current Impact | Current Risk Score | Additional Risk Action Required | By Whom | By When | Progress Update on Risk Actions | Lead Committee | Target Likelihood | Target Impact | Target Risk Score | Detailed Risk Decision | Review date |
|----------|------------------------|---------------------------|--------------------------|------------------|----------------------------|----------------------|---|---|---------------------|----------------------|--------------------|----------------|--------------------|--|----------------|-----------------------|---|-------------------|-------------------|---------------|-------------------|------------------------|-------------|
| 968 | Directorate Level Risk | | 3 Counties: Pembrokehire | Lorton, Elaine | Jones, Keith | 03-aug-20 | <p>There is a risk of of the Directorate failing to remain within their allocated budget over the medium term.</p> <p>This is caused by the inability to either: Identify and deliver robust and realistic recurrent savings plans, manage the impact of the COVID-19 pandemic within available funding, manage the impact on the underlying deficit of resulting non-delivery of the recurrent savings requirement, or, identify and implement opportunities in such a way that the financial gains are realised and an improvement trajectory is achieved.</p> <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | <p>Understanding the underlying deficit. Work with budget holders to understand the impact of moving to a post Covid environment.</p> <p>Finance Business Partners work closely with budget holders to support informed decision making and ensure that there is sufficient focus on the financial implications of operational pressures and mitigating actions.</p> <p>Finance Business Partners review with Directorate the opportunities from the framework during 21-22 incorporating the lessons learned operating in the Covid environment.</p> <p>Health Systems Evaluation Meetings with Director of Finance.</p> | Finance inc. claims | 6 | 3 | 3 | 9 | <p>A 3-year financial training programme is being developed for budget holders as part of the Health Board's three year Plan. A reporting dashboard is under development to improve the accessibility to financial and non-financial information for budget holders and to allow a better understanding of cost drivers.</p> <p>Assessment refreshed to quantify likely impact of COVID-19 on the underlying deficit, focusing on both the adverse impact such as non-delivery of recurrent savings, and the opportunities arising due to service changes in response to COVID-19.</p> | Jones, Keith | 31/12/2020 31/03/2022 | <p>A reporting Dashboard for financial information has been achieved. The training programme was initially paused due to essential financial work due to Covid response and will be picked up and refined with an estimate delivery date of 03/2022.</p> <p>Achieved.</p> | Finance Committee | 2 | 3 | 6 | Treat | 07-mai-21 |
| 983 | Directorate Level Risk | | USC: BGH | Davies, Hazel | Jarman, Carwen | 22-jul-20 | <p>There is a risk of of the BGH Directorate failing to remain within their allocated budget over the medium term.</p> <p>This is caused by the inability to either: 1. Identify and deliver robust and realistic recurrent savings plans, 2. Manage the impact of the COVID-19 pandemic within available funding, 3. Manage the impact on the underlying deficit of resulting non-delivery of the recurrent savings requirement, or, 4. Identify and implement opportunities in such a way that the financial gains are realised and an improvement trajectory is achieved.</p> <p>This will lead to an impact/affect on a significant long term detrimental impact on the Health Board's financial sustainability.</p> <p>Risk location, Health Board wide.</p> | <p>Understanding the underlying deficit. A pre-COVID-19 assessment has been completed, which will need to be reviewed in light of the impact of the pandemic.</p> <p>Finance Business Partners work closely with budget holders to support informed decision making and ensure that there is sufficient focus on the financial implications of operational pressures and mitigating actions.</p> <p>Finance Business Partners review with Directorate the opportunities from the framework during 2021-22.</p> | Finance inc. claims | 6 | 3 | 3 | 9 | <p>A 3-year financial training programme is being developed for budget holders as part of the Health Board's three year Plan.</p> <p>A reporting dashboard is under development to improve the accessibility to financial and non-financial information for budget holders and to allow a better understanding of cost drivers. This will facilitate better and more informed decision making by budget holders.</p> | Jarman, Carwen | 31/12/2020 30/09/2021 | <p>The implementation of the training programme was put on hold during the pressured winter period, this has now been revisited and will need some revision and a programme of training shared and delivered for budget holders by 30th September 2021.</p> <p>A draft Reporting Dashboard has been created for M6 Financial Reporting, and send to budget holder. Awaiting feedback from key finance users and service, before rolling out the full interactive Dashboard. No change to original action completion date.</p> | Finance Committee | 3 | 1 | 3 | Treat | 06-mai-21 |

| Risk Ref | Status of Risk | Health and Care Standards | Directorate | Directorate lead | Management or service lead | Date risk identified | Risk Statement | Existing Control Measures Currently in Place | Domain | Risk Tolerance Score | Current Likelihood | Current Impact | Current Risk Score | Additional Risk Action Required | By Whom | By When | Progress Update on Risk Actions | Lead Committee | Target Likelihood | Target Impact | Target Risk Score | Detailed Risk Decision | Review date |
|----------|------------------------|---------------------------|-------------|------------------|----------------------------|----------------------|--|---|---------------------|----------------------|--------------------|----------------|--------------------|---|--|---|--|-------------------|-------------------|---------------|-------------------|------------------------|-------------|
| 516 | Directorate Level Risk | | Finance | Thomas, Huw | Davies, Rhian | 27-mai-16 | <p>There is a risk of the Health Board recovering an incorrect amount of VAT on advice given on historic and incomplete Design for Life Schemes.</p> <p>This is caused by difficulty in obtaining VAT advice from D4L nominated VAT advisor.</p> <p>This will lead to an impact/affect on the capital program with any incorrect or blocked VAT claims needing to be repaid. This may increase as final reviews are undertaken.</p> <p>Risk location, Health Board wide.</p> | <p>This contract is managed by NHS Shared Services on behalf of Welsh Government.</p> <p>Welsh Government are informed through Capital Review Meetings. It is likely any issues will be funded by Welsh Government as they arise from an all Wales VAT advice contract.</p> | Finance inc. claims | 6 | 4 | 2 | 8 | <p>Identify a provider for VAT advice.</p> <p>Work with Shared Services and the HB's VAT advisors to resolve the older D4L schemes.</p> | <p>Eve, David (Inactive User)</p> <p>Thomas, Huw</p> | <p>Completed</p> <p>30/09/2017 31/01/2019 30/09/2019 30/09/2020</p> | <p>For new D4L schemes the VAT advisory work will be undertaken by the HB current VAT advisors. The issue for new D4L schemes is resolved.</p> <p>Outstanding matters on all but one of the older D4L schemes have been resolved. Only the Bronglais Front of House scheme remains. A provisional VAT recovery position has been reached and HMRC has been asked by the HB to accept the provisional position as final. If HMRC do not accept, a final detailed VAT recovery analysis will need to be performed and approved by HMRC. A reply from HMRC was received in March 2021. KPMG LLP are supporting the HB with preparing a response to HMRC with a view to reaching a compromise agreement.</p> | Finance Committee | 4 | 2 | 8 | Treat | 04-mai-21 |