



AGENDA ITEM NO 12

REPORT NO IJB 38/22

ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 22 JUNE 2022
CLINICAL CARE AND PROFESSIONAL GOVERNANCE
ANNUAL ASSURANCE REPORT
REPORT BY GAIL SMITH, CHIEF OFFICER

ABSTRACT

To provide an assurance to the Angus IJB on the work undertaken by the Angus Clinical Care and Professional Governance Group during 1 April 2021 to 31 March 2022.

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board:-

- (i) Notes the level of assurance provided by NHS Tayside Care Governance Committee in relation to Clinical, Care and Professional Governance in Angus HSCP.
- (ii) Notes the level of assurance provided by NHS Tayside Care Governance Committee in relation to Clinical, Care and Professional Governance in the Acute Division of NHS Tayside which includes delegated, locally managed NHS and Angus Council functions.
- (iii) Supports the continuation of an integrated approach, the frequency of meetings, and the breadth of the business undertaken at meetings of the Angus Clinical, Care & Professional Governance Group.

2. BACKGROUND

The purpose of the report is to provide assurance to the Angus Integration Joint Board (IJB) on the work undertaken by the Angus Clinical Care & Professional Governance Group during 1 April 2021 to 31 March 2022.

Objectives and responsibilities of the group are to:

- Review and demonstrate there are systems to embed care and clinical governance at all levels from front line staff to the IJB, and to drive a culture of continuous improvement.
- Review and enquire about strategic risks being managed across the Angus HSCP and the actions progressed to mitigate these risks.
- Share and learn from best practice and innovative ways of working in relation to clinical, care and professional governance across the Health & Social Care Partnership.

3. CURRENT POSITION

The Business considered by the Angus Clinical, Care & Professional Governance Group during 2020/21 has addressed the remit and function of the group; profiling national policy and local application of policy and guidance that affects practice.

The group met on twelve occasions during the period from 01 April 2021 to 31 March 2022 on the undernoted dates:-

CCPG Assurance Meetings

- 19 April 2021
- 14 June 2021
- 16 August 2021
- 01 November 2021 (rearranged from 18 October 2021)
- 13 December 2021
- 28 February 2022

CCPG Risk Meetings

- 24 May 2021
- 12 July 2021
- 20 September 2021
- 15 November 2021
- 24 January 2022
- 21 March 2022

The membership of the group is detailed in Appendix 1.




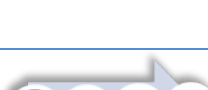
Standing Agenda Items, and Schedule of Business are illustrated in Appendix 2.

Table 1 below demonstrates the level of assurance provided to Angus HSCP and NHS Tayside Acute Division over 2021/22.

Table 1

Assurance Report	22/4/21	03/06/21	05/08/21	07/10/21	02/12/21	03/02/22
Angus HSCP	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate
NHS Tayside Acute Division	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate

Level of Assurance Key

Level of Assurance	System Adequacy	Controls
Comprehensive Assurance 	Robust framework of key controls ensures objectives are likely to be achieved.	Controls are applied continuously or with only minor lapses.
Moderate Assurance 	Adequate framework of key controls with minor weaknesses present.	Controls are applied frequently but with evidence of non-compliance.
Limited Assurance 	Satisfactory framework of key controls but with significant weaknesses evident which are likely to undermine the achievement of objectives.	Controls are applied but with some significant lapses.
No Assurance 	High risk of objectives not being achieved due to the absence of key internal controls.	Significant breakdown in the application of controls.

Reports have been received positively by the Care Governance Committee of NHS Tayside. It is noted that the NHS Tayside strategic risk for Clinical Governance has now been archived as a result of improvement action taken across acute services and the three Tayside HSCPs.

The group is responsible for monitoring and reviewing strategic risks held by Angus Health and Social Care Partnership. Appendix 3 is a risk matrix which tracks the strategic risks from 01 April 2021 – 31 March 2022.

The CCPG also provide updates including Risk Management Annual Report to NHS Tayside Strategic Risk Management Group and also Angus Integrated Joint Board Audit Committee.

All services have reviewed and updated Business Continuity Plans regularly over the past year. In addition to this development sessions have been held with Angus HSCP Executive Management and Senior Leadership Team in relation to the requirements of being a Category 1 Responder.

4. PROPOSALS

From April 2021 the Clinical Care and Professional Governance Group met on a monthly basis with the focus alternating between service quality assurance; and strategic risk and adverse event management. It is proposed that this meeting frequency and format will continue throughout the next year.

5. FINANCIAL IMPLICATIONS

There are no financial implications for the Integrated Joint Board to consider.

6. RISK

Risk 1 Description	There is insufficient priority given the Clinical, Care and Professional Governance (CCPG)
Risk Category	Operational, Governance, Political
Inherent Risk Level	Likelihood 2 x Impact 5 = Risk Scoring 20 (which is a Moderate Risk Level)
Mitigating Actions (including timescales and resources)	<ul style="list-style-type: none"> - Recruitment to CCPG Coordinator and administrator. - A range of governance and assurance arrangements are in place across services and will continue to receive information about risk, performance and impact, allowing any gaps in governance activity to be identified and addressed.
Residual Risk Level	Likelihood 1 x Impact 3 = Risk Scoring 3 (which is a Low Level)
Planned Risk Level	Likelihood 1 x Impact 3 = Risk Scoring 3 (which is a Low Risk Level)
Approval recommendation	Given the low level of planned risk, this risk is deemed to be manageable.

7. OTHER IMPLICATIONS

There are no other implications for the Integrated Joint Board to consider.

8. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment is not required.

9. DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in Section 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Angus Council and NHS Tayside.

Direction Required to Angus Council, NHS Tayside or Both	Direction to:	
	No Direction Required	x
	Angus Council	
	NHS Tayside	
	Angus Council and NHS Tayside	

REPORT AUTHOR: Dr Alison Clement, Associate Medical Director, Angus HSCP

EMAIL DETAILS: Tay.angusHSCP@nhs.scot

List of Appendices:

- Appendix 1 Membership of Group
- Appendix 2 Standing Agenda Items for Assurance & Risk Meetings, Schedule of Business
- Appendix 3 Angus HSCP Strategic Risk Matrix

Membership – Angus Clinical Care & Professional Governance Group

Chairperson and Vice-Chairperson

Job Title	Date Joined or Resigned (if during year)
Associate Medical Director (Chair)	
Lead Nurse (Vice Chair)	New Vice Chair agreed March 2021
Associate Nurse Director (Vice Chair)	Left August 2021

Members

Job Title	Date Joined or Resigned (if during year)
Clinical Academic Nurse Consultant for Older People	Joined June 2021
Head of Service (Executive Lead for Strategic Planning)	
Senior Nurse, Out of Hours	
Independent Provider Representative	Left February 2022
Head of Service OOH / Justice Healthcare Service Manager	
Senior Nurse, Justice Healthcare	
Nurse Director, Community/HSCPs (Executive Champion Armed Forces)	Joined November 2021
Senior Nurse, Medicine for the Elderly	Joined
IJB Records Manager	
Head of Service (Executive Lead for Audit, Improvement and Performance)	
GP Ravenswood Surgery / Quality Improvement Lead	Left Group September 2021
Head of Spiritual Care	
Primary Care Manager / LTC Lead	Retired August 2021
Senior Nurse Care Homes	
AHP Service Manager	
Senior Specialist Nurse – Continence	
Service Manager	
Service Manager, Learning Disabilities	
Consultant, Medicine for the Elderly	
Angus Pharmacy Lead	
Service Manager, Adult Care Management	
Service Manager, Substance Misuse / Drugs and Alcohol / Homelessness / Volunteering	
Clinical Governance & Risk Management Team Leader	
Head of Service	
Allied Health Professional Lead	
Interim Lead Medicine for the Elderly / Community Hospitals	
Primary Care Manager	
Principal Officer, Information & Development	
Accommodation / Home Care Service Leader	
General Manager - Primary Care Services	
Locality Lead, Community Nursing	Joined October 2020
AHP Service Manager	Joined January 2022
Clinical Team Manager, Psychiatry of Old Age	Retired December 2021
Senior Nurse Psychiatry of Old Age	Joined October 2021
Programme Manager and Data Protection Officer Angus HSCP	
Integration Improvement Manager	
Independent Provider Representative	Joined January 2022


STANDING AGENDA ITEMS - ASSURANCE
Angus Clinical, Care & Professional Governance –
Assurance Group

Date:		Start Time:	09:30hrs	End Time:	12:30hrs
Venue:	Virtual Meeting – Microsoft Teams Click here to join the meeting				

No.	Item	Papers	Start Time	Lead
1.	WELCOME & APOLOGIES			
2.	DECLARATIONS OF INTEREST			
3.	ACTION NOTE OF MEETING –			
4.	ACTION NOTE UPDATE –			
5.	URGENT BUSINESS NOT ON THE AGENDA			
6.	CLINICAL, CARE & PROFESSIONAL GOVERNANCE & PERFORMANCE SERVICE ANNUAL EXCEPTION REPORTING			
7.	INFECTION PREVENTION AND CONTROL			
8.	COMPLAINTS AND FEEDBACK i. Health Quarterly Flash Report ii. Social Work Quarterly Flash Report iii. Shared Learning Report iv. SPSO			
9.	REFLECT FRAMEWORK i. Progress Update from services ii. REFLECT Overview Summary Sheet iii.			
10.	INFORMATION GOVERNANCE i.			
11.	PAPERS FOR INFORMATION (including RS MINUTES)			

SCHEDULE OF BUSINESS – CCPG ASSURANCE GROUP

Date of Meeting	SCHEDULE OF BUSINESS
19 April 2021	<ul style="list-style-type: none"> • CLINICAL, CARE & PROFESSIONAL GOVERNANCE & PERFORMANCE SERVICE EXCEPTION REPORTING Out of Hours Service Dates for Service Quality Assurance Exemption Reporting 2021 • COMPLAINTS Feedback SLWG Work Plan CLT Report – Changes to Model Complaints Handling Procedure • INSPECTION / AUDIT REPORTS Arbroath & Stracathro Inspection Joint Action Plan • MENTAL HEALTH QPR PRESENTATION • SHARED DECISION MAKING AND INFORMED CONSENT POLICY
14 June 2021	<ul style="list-style-type: none"> • CLINICAL, CARE & PROFESSIONAL GOVERNANCE & PERFORMANCE SERVICE EXCEPTION REPORTING Forensic & Custody Healthcare Service Primary Care (anti-Coagulation & Respiratory Service MIU Continence Advisory & Treatment Services (deferred) • COMPLAINTS Feedback SLWG Work Plan • SBAR – ASSURANCE VISITS TO ANGUS CARE HOMES • INSPECTION / AUDIT REPORTS Adult Support & Protection Preparation Report • Forensic Medical Services (Victims of Sexual Offences) Scotland Bill
16 August 2021	<ul style="list-style-type: none"> • CLINICAL, CARE & PROFESSIONAL GOVERNANCE & PERFORMANCE SERVICE EXCEPTION REPORTING Continence Advisory & Treatment Services Medicine for the Elderly/Community Hospitals /Older People’s Mental Health Service Angus AHP Service Angus Community Nursing & Cardiac Rehabilitation Older People (OP Care Management, OP CMHT) • SBAR NHS TAYSIDE PATIENT SAFETY AND INTEGRATED RISK MANAGEMENT SYSTEM (CURRENTLY DATIX) • INFORMATION GOVERNANCE Data Breach Report Angus HSCP Intranet Update SBAR Safe Use Of Microsoft Teams Appendix 1 Safe Use Of Microsoft Teams Policy • INSPECTION / AUDIT REPORTS Adult Protection Update Older People’s Mental Health – Complex Case Arbroath Inspection Update HMP Inspection Of Castle Huntley • POLICY GOVERNANCE GROUP UPDATE
01 November 2021 (rearranged from 18 October)	<ul style="list-style-type: none"> • TRIAL WITHOUT CATHETER IN THE COMMUNITY • CLINICAL, CARE & PROFESSIONAL GOVERNANCE & PERFORMANCE SERVICE EXCEPTION REPORTING Older People (OP Care Management, OP CMHT) Accommodation and Home Care Services /Help to Live at Home Service Independent Providers Learning Disabilities/Physical Disabilities/Autism • SBAR BARIATRIC PATIENTS IN COMMUNITY HOSPITALS • INFECTION PREVENTION AND CONTROL

	<p>Infection Prevention and Control within Assurance Reports.</p> <ul style="list-style-type: none"> • AHP PATIENT REVIEWED DOCUMENTATION FOR APPROVAL Art Therapy – General Adult Psychiatry Art Therapy – Learning Disabilities Music Therapy
<p>13 December 2021</p>	<ul style="list-style-type: none"> • QLIKVIEW DEMONSTRATION by Tom Jarose-Cromie • CLINICAL, CARE & PROFESSIONAL GOVERNANCE & PERFORMANCE SERVICE EXCEPTION REPORTING Independent Providers AIDARS (deferred) Community Mental Health Services (deferred) Technology Enabled Care -SRG report submitted for CCPG Assurance Primary Care Independent Contractors A SBAR B Information Governance Processes Keep Well A Assurance Report B Appendix 1 Health Check Documentation Audit Sheet • REFLECT FRAMEWORK OVERVIEW REPORT SBAR & Appendices 1-3 Appendix 4 Revised Cycle Team Workbook 2022 Appendix 5 Progress Checker Appendix 6 Overview Summary
<p>28 February 2022</p>	<ul style="list-style-type: none"> • URGENT BUSINESS NOT ON THE AGENDA SBAR Withdrawal of Roche Glucose Nano Meters • UPDATED ADVERSE EVENT MANAGEMENT POLICY CGC report Adverse Event Management Policy • CLINICAL, CARE & PROFESSIONAL GOVERNANCE & PERFORMANCE SERVICE EXCEPTION REPORTING Spiritual Care Community Mental Health Services • INFECTION PREVENTION AND CONTROL Angus IPCC Report – February 2022 • COMPLAINTS AND FEEDBACK Health Quarterly Flash Report 18-month Health Summary for 3 Services Social Work Quarterly Flash Report Shared Learning Report – Medicine for the Elderly* SPSO Final Decision (MfE) • REFLECT FRAMEWORK Progress Update from services REFLECT Workbook (re-circulated) REFLECT Overview Summary Sheet • THE MENTAL WELFARE COMMISSION FOR SCOTLAND Authority To Discharge – Improvement Action Plan A. Covering letter - Care & Treatment for People with Alcohol Related Brain Damage in Scotland Covering letter B Report - Care & Treatment for People with Alcohol Related Brain Damage in Scotland Care & Treatment for People with Alcohol Related Brain Damage in Scotland – Improvement Plan • AHP DOCUMENTATION Allied Health Profession (AHP) Patient Documentation Review Nutrition & Dietetics (excluding Weight Management) Physiotherapy – POP Team Dundee Angus & Perth • INFORMATION GOVERNANCE CCPG Terms of Reference Review Operation and Governance of Working Groups & Other Forums

Angus Clinical, Care & Professional Governance –

Risk Group

Date:		Start Time:		End Time:	
Venue:	Virtual Meeting – Microsoft Teams				

No.	Item	Papers	Start Time	Lead
1.	WELCOME & APOLOGIES			
2.	DECLARATION OF INTERESTS			
3.	URGENT BUSINESS NOT ON THE AGENDA			
4.	ACTION NOTE OF MEETING OF			
5.	ACTION NOTE UPDATE			
6.	RISK MATRIX and BOARD ASSURANCE FRAMEWORK STRATEGIC RISKS			
	i. Angus HSCP Strategic Risk Profile & Risk Matrix, Strategic Risk Improvement Plan			
	SR01 Sustainability of Primary Care Service			
	SR02 Prescribing Risk			
	SR03 Financial Management			
	SR08 Workforce Optimisation			
	SR11 Commissioned Service Provider Failure			
	SR14 Adult Support & Protection			
	SR16 Non-integration of Adverse Event, Risk Management and Complaints Handling			
	SR18 Implementation of Strategic Planning Priorities			
	SR20 Withdrawal of Roche Glucose Nano Meter			
7.	EMERGING RISKS			
8.	SERVICE RISKS			
	i. Mental Health Tayside Wide Service Risks			
	ii. Angus HSCP Service Risk Register			
9.	ADVERSE EVENT MANAGEMENT			
	i. Adverse Events:-- Quarterly Flash Report			
	ii. Being Reviewed Breaches			
	iii. SAER/LAERs			
	iv. Shared Learning			
10.	INFORMATION GOVERNANCE			
11.	PAPERS FOR INFORMATION ONLY:-			

SCHEDULE OF BUSINESS - RISK

Date of Meeting	SCHEDULE OF BUSINESS
24 May 2021	<ul style="list-style-type: none"> • ANNUAL RISK MANAGEMENT REPORT Draft Annual Risk Management Report Self Assessment (IIA Guidelines) • SERVICE LED RISKS Workforce Service Led Risk for all services Management of the Service Wide Strategic Risk for Mental Health & Learning Disabilities • DATIX DASHBOARD Uploaded for review on CCPG Teams Channel • STAR MAP • INFORMATION GOVERNANCE Data Breach Report • PERTH & KINROSS ADVERSE EVENT ALGORITHM • INFECTION PREVENTION & CONTROL Angus HSCP IPCC Report 05.05.2021
12 July 2021	<ul style="list-style-type: none"> • EMERGING RISKS Medical Leadership 2C Practices in Angus Quality Assurance • SERVICE LED RISKS Mental Health:- <ol style="list-style-type: none"> a. Strategy b. Workforce c. Pathways of Care d. Environment & Infrastructure e. Prescribing f. Stakeholder & Partnership Engagement • DATIX IQ CLOUD/ SHE ASSURE
20 September 2021	<ul style="list-style-type: none"> • SBAR AUDIT OF ANGUS HSCP STRATEGIC RISKS ON DATIX • IJB RISK APPETITE PRESENTATION • EMERGING RISKS SBAR AIDARS • ADVERSE EVENT MANAGEMENT SIGNIFICANT ADVERSE EVENT PROCESS • RESILLIENCE PLANNING GOVERNANCE GROUP • INFORMATION GOVERNANCE UNACCEPTABLE ACTION BY MEMBERS OF THE PUBLIC SBAR Policy
15 November 2021	<ul style="list-style-type: none"> • RISK APPETITE PRESENTATION by TONY GASKIN, INTERNAL AUDIT • EMERGING RISK Prescribing Risk • INFORMATION GOVERNANCE Policy On Naming And Organisation Of Digital Files SBAR Learning on Recent Stage 2 and Data Protection Committee Data Breach Report

<p>24 January 2022</p>	<ul style="list-style-type: none"> • SERVICE LED RISKS Mental Health Tayside Wide Service Risks Angus HSCP Draft Service Risk Register – First Submission • CLINICAL, CARE & PROFESSIONAL GOVERNANCE & PERFORMANCE SERVICE EXCEPTION REPORTING – AIDARS deferred from December 2021 Assurance Meeting • INFORMATION GOVERNANCE Data Breach Report Civil Contingencies (BCP's and Emergency Planning) Public Sector Equalities Duty Consultation
<p>21 March 2022</p>	<ul style="list-style-type: none"> • EMERGING RISKS Advanced Clinical Practitioners/ ANP Strategic Risk Withdrawal of Roche Glucose Nano Meter Resilience Planning Ukraine – Potential for Cyber Attacks (tabled not discussed) • SERVICE LED RISKS Mental Health Tayside Wide Service Risks SBAR Angus HSCP Draft Service Risk Register • INFORMATION GOVERNANCE Operation and Governance of Working Groups & Other Forums.

	<p>PAPERS FOR INFORMATION ONLY:-</p>
<p>19 April 2021</p>	<p>Nothing tabled</p>
<p>24 May 2021</p>	<ul style="list-style-type: none"> • Mental Health And Wellbeing Policy And Guidance • Submission Dates For Quality Assurance Reports
<p>14 June 2021</p>	<p>Nothing tabled.</p>
<p>12 July 2021</p>	<p>Strategic Risk Management Group – Angus HSCP report 10 June 2021</p>
<p>16 August 2021</p>	<ul style="list-style-type: none"> • Angus Care Governance Committee – August Report • SPSO July Newsletter • NHS Tayside Clinical Policy Governance Group:- 05 May 2021 & 30 June 2021 • Angus Clinical Partnership – 16 June 2021 • CMHT Operational CCPG – 16 July 2021 • Getting it Right Newsletter – July 2021
<p>20 September 2021</p>	<p>GIRFE newsletter</p>
<p>01 November 2021</p>	<ul style="list-style-type: none"> • Primary Care Quality Improvement Network Sharing Quality Improvement Projects • Letter from SPSO • Compliment – Prosen Ward • Covid-19 Pandemic Emergency Liaison Visits – Prisons And Court Custody Units
<p>15 November 2021</p>	<ul style="list-style-type: none"> • Workforce Plan IJB Annual Update • Medicine for the Elderly R3 minute • CMO
<p>13 December 2021</p>	<ul style="list-style-type: none"> • Angus Clinical Partnership Group - 21 July • Angus Clinical Partnership Group - 18 August • Angus Clinical Partnership Group 22 September • Risk and Resilience Planning Update Report
<p>24 January 2021</p>	<ul style="list-style-type: none"> • CCPG Assurance Reports Revised Submission Dates

28 February 2021	<ul style="list-style-type: none">• Care Governance Committee Report – 03 Feb 2022• HIS Safe Delivery of Care – Inspection Methodology• Acute Hospital Inspections• HIS Safe Delivery of Care – Inspection Methodology• Workforce• Clinical Partnership Group – October 2022• Clinical Partnership Group – November 2022•
21 March 2021	<ul style="list-style-type: none">• Safety Alerts

Appendix 3

Angus HSCP Risk Rating Matrix			Inherent Score	Residual Score									
Risk	Risk Title	Planned Risk Score	Risk Exposure – no controls	Mar 21	May 21	Jul 21	Sept 21	Nov 21	Jan 22	Mar 22	May 22	Jul 22	Sept 22
SR01	Sustainability of Primary Care Services	9 (3x3) YELLOW	25 (5x5) RED	25 (5x4) RED	25 (5x4) RED	25(5x5) RED	25(5x5) RED	25(5x5) RED	25(5x5) RED				
SR02	Prescribing Management	9 (3X3) YELLOW	25(5x5) RED					16 (4X4) AMBER	16 (4X4) AMBER				
SR03	Effective Financial Management	16 (4x4) AMBER	25 (5x5) RED	20 (5X4) RED	20 (5X4) RED	20(5X4) RED	20(5X4) RED	20(5X4) RED	20(5X4) RED				
SR08	Workforce Optimisation	16 (4x4) AMBER	25 (5X5) RED	20 (5X4) RED	20 (5x4) RED	20 (5X4) RED	20 (5X4) RED	20 (5X4) RED	20 (5X4) RED				
SR11	Commissioned Service Provider Failure	16 (4x4) AMBER	20 (5X4) RED	9 3x3 YELLOW	9 (3x3) YELLOW	9 3x3 YELLOW	16 (4X4) AMBER	20 (5X4) RED	20 (5X4) RED				
SR12	European Union Withdrawal	ARCHIVE	16 (4X4) AMBER	9 3x3 YELLOW	9 3x3 YELLOW	9 (3X3) YELLOW	9 (3X3) YELLOW	ARCHIVE	ARCHIVE	ARCHIVE	ARCHIVE	ARCHIVE	ARCHIVE
SR13	Insufficient Corporate Support Capacity	ARCHIVE	16 (4X4) AMBER	9 (3X3) YELLOW	9 (3X3) YELLOW	9 (3X3) YELLOW	9 (3X3) YELLOW	9 (3X3) YELLOW	ARCHIVE	ARCHIVE	ARCHIVE	ARCHIVE	ARCHIVE
SR14	Adult Support & Protection	12 (4X3) AMBER	20 (5x4) RED	12 (4x3) AMBER	12 (4x3) AMBER	12 (4x3) AMBER	16 (4X4) AMBER	16 (4X4) AMBER	16 (4X4) AMBER				
SR15	Storage of Paper Records	ARCHIVE	16 (4X4) AMBER	12 (4X3) AMBER	12 (4x3) AMBER	12 (4X3) AMBER	8(4X2) YELLOW	8(4X2) YELLOW	8(4X2) YELLOW	ARCHIVE	ARCHIVE	ARCHIVE	ARCHIVE
SR16	Non-integration of Adverse Event, Risk Management and Complaints Handling	6 (3X2) YELLOW	12 (4x3) AMBER	12 (4x3) AMBER	12 (4X3) AMBER	12 (4x3) AMBER	12 (4x3) YELLOW	12 (4x3) YELLOW	12 (4x3) YELLOW				
SR17	Incorrect Patient Contact Details on Adastra	ARCHIVE	15 (3X5) AMBER	15 (3X5) AMBER	15(3X5) AMBER	15 (3X5) AMBER	15 (3X5) AMBER	ARCHIVE	ARCHIVE	ARCHIVE	ARCHIVE	ARCHIVE	ARCHIVE
SR18	Implementation of Strategic Planning Priorities	12 (4x3) AMBER	20 (5X4) RED	12 (3X4) AMBER	12 (3X4) AMBER	12 (3X4) AMBER	20 (5X4) RED	20 (5X4) RED	20 (5X4) RED				
SR19	Project Performance Reporting	12 (4X3) AMBER	16 (4X4) AMBER			6 (3X2) YELLOW	6 (3X2) YELLOW	6 (3X2) YELLOW	16 (4X4) AMBER	ARCHIVE	ARCHIVE	ARCHIVE	ARCHIVE
SR20	Withdrawal of Roche Glucose Nano Meter	12 (4X3) AMBER	20 (5x4) RED						16 (4x4) AMBER				