

1	Action	Owner	Target Date	Tool/measure	Frequency	Responsibility	Review	Progress
a	Review all renal water safety policies and SOPs, including Reporting / escalation processes related to monitoring water quality	Head of Care Group 3	Dec-24	Published SOP	As per SOP	Unplanned care Divisional Board	Unplanned care Divisional Board Governance Meetings	Complete
b	Update Trust 'Water Safety Plan' to reference updated renal water policies and SOPs	Deputy director of Estates	Sep-25	Water safety plan EST 029 (April 2027)	As per plan	Chair of Trust Water Safety group	Annually through Safety water group work plan	Renal water policy updated and awaiting final sign off
c	Trust water safety group work plan / ToR to receive reports from renal water safety group to include assurance on RO water	Chair of Renal Water Safety	Jun-24	Reports published in Trust Safety Water group	Monthly	Chair of Trust Water Safety group	Annually through Safety water group work plan	Complete
d	Review operational reporting structure	Head of Operations, care group 3 and EBME Service lead	Mar-25	Published reporting structure to Divisional Board	N/A	Divisional Director of Operations Unplanned Care and Deputy Director of Estates	As required	Complete
e	Complete training needs analysis both renal technical team and other ancillary staff, across technical skills and SOPs, policies and escalation ladders	Renal Service operational lead and EBME Service lead.	Jan-25	Published TNA presented to divisional board	Annually as per trust TNA plans	Unplanned Care Divisional board		Complete
f	Benchmark the current staffing establishment and workload of renal technicians in line with national recommendations/ national peers and long term capacity modelling	Renal Service operational lead and EBME Service lead	Feb-25	Published establishment review shared in Divisional Board	Annually	Head of Operations Care Group 3		Benchmarking complete using UKKA workforce document alongside Benchmarking with 7 other Trusts. GAP and plan to improve workforce to be discussed in July Meeting
g	Review of the process for oversight repairs, remedial work and PPM maintenance of the Bedford plant	Renal Service operational lead and EBME Service lead	Apr-24	Waterman service input into relevant details onto database. There is ongoing monitoring at Trust WSG	Monthly	Chair of Trust Water Safety Group	Continuous	Complete
h	All renal water safety stakeholders to have access to the live database owned by Waterman and any relevant training	Renal clinical leadership team	Mar-26	Confirmed access archived and minutes noted in renal service water group	N/A	Chair of the Renal Water Safety Group		Automated monitoring system installed in all Renal dialysis areas, Waterman Data portal working, seeking assurance and validation before we move to pure reliance on automated monitoring. Target date March 2026 - on track.
i	Implement a decontamination audit process with direct involvement from Authorised Engineer	Deputy Director of Estates	Feb-25	Audit presented to decontamination group, and evidenced in minutes	Annual audit	Decontamination group chair	As per decontamination group work plan	Complete. New AE (Decontamination) has been appointed. The new AE has renal decontamination experience and audits commence at all site in August 2025 (annual audit).
j	Overarching plan for remedial engineering works	Deputy Director of Estates	Feb-25	Capital project summary plan complete, Dec 2024	weekly	Chair of Critical Infrastructure Group	As per Infrastructure Group Work plan	Complete. All capital works to include: Renal level 3 and Renal HD have been designed and works scheduled. Ongoing works will continue in each FY, as required and allocated at the critical infrastructure group and investment group meetings.
k	Improve reliability of capital equipment replacement, and procurement in relation to renal commissioned services. Including central log of all requirements.	Operational lead for renal services	Jun-24		Monthly	Chair of Renal Dialysis Procurement Group	As per renal procurement group workplan	Complete. Meetings with EBME, Renal Tech, Renal Clinicians and Ops reviewing options with Fresenius are ongoing.

2	Action	Owner	Target Date	Tool/measure	Frequency	Responsibility	Review	Progress
a	scope from similar tertiary centres a comparison and understanding of other renal water safety operational model structures	Chief Operating Officer	Jul-24	Feedback to TMG	N/A	N/A	N/A	Complete. Plan for a peer review (using GIRFT methodology) by Royal Free in Autumn 2025 after the new renal modular units are up and running.
b	Develop standard work for operational processes across ENHT contract management processes that are value adding and reduce waste and establish clarity of responsibility by staffing group	Deputy Chief Finance Officer	Nov-25	Published SOP guidance	As per Published SOP guidance	Chair of finance and performance review committee	Annually	1. The Trust is developing a Contract Management Power BI app to provide clear monitoring of contract status to managers in development and is expected to go live over the autumn. This will connect to the Trust and Procurement Service contract register to ensure full visibility. 2. The HWE procurement service are developing a range of training and support materials that can be provided to managers across the system and ENHT to support effective and standard contract management. Deployment of training is expected to commence shortly. 3. The Trust is evaluating options to extend the newly deployed Estates and Facilities contract monitoring tools across other service areas and domains.
c	Consider a central repository of Contracts	Deputy Chief Finance Officer	01/03/2026 - revised in view of changed approach	Published TNA	Annual TNA			Tracking of contracts throughout the Trust will be through the Power BI app. Work is ongoing to identify where contracts are held by individual departments or services.

3	Action	Owner	Target Date	Tool/measure	Frequency	Responsibility	Review	Progress
a	Review of ENHT Dialysis capacity Modelling measures	Clinical Lead Care Group 3	Jan-25		Monthly	Renal Business Meeting	Monthly	Complete: Capacity modelling until 2030, Future access to enhanced capacity and CKD modelling available through Midlands Renal network. Developed Renal 10 year startegy group
b	Establish ENHT Traget Dialysis Occupancy Measurements	Clinical Lead Care Group 3 and BI team			Annually	Renal Buisness Meeting	Monthly	Established through London Kidney Network Dialysis Occupancy Measure (DOM) used to model future dialysi occupancy at 90%.
c	D&C planning long term for dialysis capacity in ENHT Units	Deputy Director of Finance and Associate Director of Planning team	Apr-25	Published D&C summary	Annually	Care Group 3 performance review	Annually	1) Weekly Dialysis Capacity meetings, 2) Monthly Renal Long Trem Strategic meeting
d	Review operational plans to manage capacity to achieve the above and ensure quality and safty of dialysis delivery	Head of Operations Care Group 3	Apr-25	Published SOP	Annually	Unplanned Divisional Borad	Annually	Given ongoing capacity constraints this has been escalated through Exec group and Diviaional colleagues regularly.
e	Urgent review of how to create short / medium / long term available dialysis stations within the current state considering current risk appetite	Clinical Director and Deputy Chief Operating Officer	Nov-24	Published agreed Options Appraisal		TMG		Modular dialysis unit comisisioning aiming for end of this month July
f	Discussion with NHSE specialised comissioners for financial pressures 24/25	Director of Finance	Jan-25			TMG		Complete: ENHT renal were one of only 2 renal units in EofE to recive additional funding
g	On receipt of confirmed funding details from NHS 2025/26 undertake planning review and implications	Clinical Lead Care Group 3						Complete. The Trust has received funding and it has also been awarded extra funding this year.
h	Long term regional Capacity modelling work and startegy across East of England Dialysis Services	Esat of England Renal Network with Joint Comissioners	Apr-25			TMG / Divisional Board		Complete. Ongoing discussions between Regional Network with Lister as Host and Comisisoners reflecting capacity and staffed capacity constraints.
i	Review of dialysis nursing workforce for service delivery needs	Care Group 3 Head of Nursing	Mar-25		Annually	Divisional Board	Annually	Completed Gap and Projected nursing requirements discussed at division, executive and commisioning level.

4	Action	Owner	Target Date	Tool/ measure	Frequency	Responsibility	Review	Progress
a	Review performance of governance against quality governance standards framework	Director of Quality	Quarter 4 24/25	Governance matu	Annually	Chair Audit and Risk Committee	Annually	Strategic organisational review of risk management completd. Discussed and presented at Trust Management Group.
b	Embed new risk management policy and processes within new organisational operational model	Associate Director of Quality Governance	Oct-25	Audit and Risk Co	Quarterly	Chair of Risk management Group	Annually	An intial effectiveness review has been completed. The curent Risk Management Stratgey and Policy is actively under review. This will include an options appraisal for managing high risks
c	Audit and monitor RMG processes against policy.	Internal Auditor: RSM UK Risk Assurance Services LLP	Dec-24	Audit and Risk Co	Monthly	Chair of Audit and Risk Committee and Deputy CEO	As per guidance	Completed. Result was Reasonable Assurance. Further work under way to review RMG effectiveness
d	Review Trust wide provision for integrated risk management, including risk management training needs analysis	Associate Director Quality Governance and Head of Corporate Governance	Initial benchmarki	Integrated Risk m	N/A	Chair of Risk Management Group	Annual TNA process	Training for risk management reviewed. E-learning package in develelopment. Current training and coaching provided through risk clinics.