

Management response to audit recommendations

Exhibit 4: management response

Recommendation	Management response	Completion date	Responsible officer
Health Board Website R1 It is difficult to navigate the Health Board's website to find recordings of Board meetings and up-to-date Board information. The Health Board should make improvements to website navigation as soon as possible to enable the public to easily find and access up-to-date information and recordings.	The page has been renamed 'Board Papers/Key Documents' and has also been re-ordered on the drop-down list so it is more visible.	Completed	Director of Communications

Recommendation	Management response	Completion date	Responsible officer
<p>Committee Effectiveness</p> <p>R2 The Performance & Finance and Quality & Safety Committees are held on the same day with the Integrated Performance Report presented to both. This leads to risks of duplication in discussions, or members of the Quality & Safety Committee missing important discussions. The Health Board needs to consider moving the detailed focus on the performance report to the main Board meeting, reducing the risk of duplication in the committee meetings and freeing up capacity for them to undertake deep dives into areas of concern.</p>	<p>The Chair is reviewing the arrangements of both committees with a view to reducing the duplication of the information received and discussed. Part of this includes consideration of whether both committees should receive the integrated performance report or whether this should be limited to the Quality and Safety Committee. The Performance and Finance Committee would then consider more operational delivery areas.</p> <p>Update June 2022 – revised terms of reference have been agreed by both committees to reduce the duplication in reporting. A revised format to the performance report is now in place for the Performance and Finance Committee and work is continuing to develop a quality and safety performance report. It has been agreed that the focus on the performance report will remain with the committees rather than the aboard.</p>	Completed	Director of Corporate Governance
<p>Board and Committee Papers</p> <p>R3 The length of Board and committee papers may impact on the ability of members to absorb the information being provided to them, with some duplication in the content. The Health</p>	<p>Current training will be revised and a session on report writing provided for the Management Board members and their key report authors. Supported by key principles for report writing guide.</p> <p>Update June 2022 – two report writing sessions have been held for report authors across corporate departments and service groups, which were well received. More will be offered later in the year if required.</p>	Completed	Director of Corporate Governance

Recommendation	Management response	Completion date	Responsible officer
Board needs to ensure that training is provided to authors of agenda papers to ensure that key information is appropriately summarised, and the key messages are drawn out in cover papers.			
Integrated Performance Report R4 The Integrated Performance Report largely focuses on describing performance. The Health Board should strengthen its performance reporting by providing more information about the actions being taken to improve or maintain performance.	<p>The health board is currently reviewing the content of performance reports to be received by the Quality and Safety Committee and the Performance and Finance Committees. One of the matters under consideration is how the reports can be strengthened with forward looking predictive performance trajectories and commentary on actions taken to either maintain performance or recover it should it be off profile.</p> <p>Update June 2022 – revised performance report was shared with the Performance and Finance Committee in May 2022.</p>	Completed	Director of Finance
Healthcare Professional Forum R5 During the pandemic the Healthcare Professional Forum has not met and there has been no representation from the forum at Board. The Health Board should reinstate the Healthcare	<p>The Healthcare Professional Forum will be reconstituted and meet from January 2022. There are several gaps in membership due to retirements since the last meeting and these will be filled. A new Chair was elected in January 2020 and we will now need to confirm his availability to take on role or elect a new Chair and vice Chair. The</p>	Completed.	Director of Therapies and Health Science

Recommendation	Management response	Completion date	Responsible officer
<p>Professional Forum and ensure the Chair regularly attends the Board.</p>	<p>Chair or vice Chair will attend the Board in meetings from February 2022.</p> <p>Update June 2022 – the Health Professionals Forum is now meeting regularly and its co-chairs invited to attend board meetings.</p>		
<p>Audit tracking</p> <p>R6 While arrangements for tracking audit recommendations are in place, there is an absence of routine focus on individual recommendations. As part of the audit tracking report to the Audit Committee, the Health Board should include an update on actions against each individual recommendation</p>	<p>The content of Audit Committee reports regarding audit registers and status of recommendations has been reviewed by the Head of Compliance and the Interim Director of Corporate Governance and discussed with the Audit Committee Chair. Agreed amendments to the reporting style and structure will ensure the committee receives information to facilitate scrutiny and challenge and provide assurance to the board. The new style reports will start in January 2022 and, as a minimum will be reported three times a year to the Audit Committee.</p> <p>Update June 2022 – revised report structure and content in place since January 2022, as detailed above. Audit Committee is now provided with detail on all overdue audit recommendations, which includes updates on progress and revised target dates/deadlines provided by the responsible executive officer and/or their teams.</p>	Completed	Director of Corporate Governance

