

Appendix 2

Recommendation	Management Response	Completion Date	Responsible Officer
<p><b>Recommendation 1</b></p> <p>The Health Board’s long-term strategy has not been updated to reflect the boundary change in 2019, its new strategic priorities, and the developing population health strategy amongst others. The Health Board, should:</p> <p>a) revisit and decide on the future of the 2019 strategy, as to whether this needs to be updated or replaced: and</p> <p>b) ensure there is a clear map of the current Health Board strategies to ensure clarity and alignment and effective monitoring and scrutiny</p>	<p>a) The Health Board will review the organisational strategy following completion of the Big Conversation, cultural change programme, to consider the Swansea Bay way.</p> <p>b) Map of current Health Board strategies to be completed setting out report monitoring arrangements.</p>	<p>March 2024</p> <p>June 2023</p>	<p>Director of Strategy</p> <p>Director of Strategy</p>
<p><b>Recommendation 2</b></p> <p>Reporting on progress against the clinical and corporate plans supporting the Clinical Services Plan (CSP) could be improved at all levels. The Health Board, therefore, should improve reporting to the Management Board to enable progress across all plans to be easily tracked.</p>	<p>The CSP is now firmly embedded in the IMTP and implementation is monitored and reported through quarterly reports to the Management Board and Board.</p>	<p>Completed</p>	<p>Director of Strategy</p>
<p><b>Recommendation 3</b></p> <p>While the BAF has improved, opportunities exist to develop and enhance it further. The Health Board, therefore, should ensure that</p>	<p>Workshops will be held in Q1 to further strengthen the BAF and align it to the IMTP. The revised</p>	<p>July 2023</p>	<p>Director of Corporate Governance</p>

<p>the BAF's principal risks reflect the long-term strategy, as well as ensure that controls, assurances, and mitigations are comprehensive and robust. This should include assurances relating to estates.</p>	<p>BAF will then be reported to the Board for consideration.</p>		
<p><b>Recommendation 4</b> The Audit Committee is currently responsible for a risk associated with controlled drugs. As the Audit Committee is responsible for gaining assurance on the Health Board's risk management processes, it should not be responsible for any risks. The Health Board should reallocate this risk to a different committee and ensure that no further risks are allocated to the Audit Committee.</p>	<p>Risk Management Policy includes the change to the Audit Committees role in terms of overseeing the process only and all Health Board Risk Register entries will be allocated to committees of the Board and this will exclude Audit Committee. The Policy will be considered by Management Board and Board for approval.</p>	<p>March 2023</p>	<p>Director of Corporate Governance</p>
<p><b>Recommendation 5</b> The Integrated Performance Report has improved but opportunities exist to improve it further. The Health Board, therefore, should look at opportunities to use digital solutions to present the report as well as include comparative data for other NHS bodies across Wales</p>	<p>COVID dashboard has been used live and further dashboards are under development to support this. Balance must be struck between formal written reporting for the record and presenting dashboard recorded in minutes.</p> <p>Launch revised performance management framework in 2023/24 which will use live dashboards in service group performance meetings.</p>	<p>In place</p> <p>May 2023</p>	<p>Director of Finance and Performance</p> <p>Director of Finance and Performance</p>

	HB live performance dashboard to be implemented. Comparative All Wales data will be used where available	September 2023	Director of Finance and Performance
<p><b>Recommendation 6</b></p> <p>The process for making changes to timescales for completing audit recommendations is unclear. In addition, recommendations made by organisations including Healthcare Inspectorate Wales and the Delivery Unit are also not tracked or scrutinised by the appropriate committee or included on the audit recommendation tracker. The Health Board, therefore, should: a) establish a clear process for reviewing and approving changes made to audit recommendation implementation dates; and b) ensure appropriate monitoring and scrutiny of progress in addressing actions relating to recommendations by other external inspection and review bodies.</p>	A) Process has been revised and deadline dates are not changed once set. The Executive Lead, where actions are not completed by the deadline provide an indicative date by which time they will expect to close the action down in their updates.	Completed	Director of Corporate Governance
	B) Health Board will use AMAT to monitor all audit/inspection actions which will provide greater assurance to the Audit Committee.	October 2023	Director of Corporate Governance
<p><b>Recommendation 7</b></p> <p>Opportunities exist to further enhance the transparency of Board and committee business. The Health Board, therefore, should:</p> <p>a) ensure some, if not all, counter fraud information is considered in public Audit Committee meetings;</p>	a) Counter fraud reports will now be included in the public agenda for Audit Committee with the exception of any sensitive case information;	March 2023	Director of Corporate Governance
	b) The new Director of Insight, Communications and Engagement took up post on	March 2024	Director of Insight, Communications and Engagement

<p>b) ensure that policies and procedures on the public website, as well as key strategies are up-to-date and accessible. In doing so, older documents should be removed to avoid confusion;</p> <p>c) publish the Declarations of Interest, Gifts, and Hospitality as a specific document on the public website;</p> <p>d) ensure confirmed minutes of Board and committee meetings are uploaded to the public website in a timely way; and</p> <p>e) ensure that formal recording of Chair's actions includes greater detail on costs or wider resource implications particularly if the action is material in nature.</p>	<p>01/03/2023. This will be actioned as part of a programme of work to improve the Health Board's internet. Scoping work is currently underway which will identify priorities and resources required;</p> <p>c) Standard Operating Procedure to be developed to support the 'live' register on the website;</p> <p>d) These are now starting to be published on the website, starting with board committees.</p> <p>e) Revised report to be shared with the board from May 2023.</p>	<p>July 2023</p> <p>September 2023</p> <p>May 2023</p>	<p>Director of Corporate Governance</p> <p>Director of Corporate Governance</p> <p>Director of Corporate Governance</p>
<p><b>Recommendation 8</b></p> <p>Opportunities exist to improve Board and committee effectiveness, as well as to maximise the impact of the BAF. The Health Board, therefore, should. a) use the revised BAF to inform the design of the committee structure to align with the strategic risks of the organisation; b) strengthen the presentation and information contained with the Quality and Safety Report presented to the Quality and Safety</p>	<p>a) BAF has been used to revise the Board Committee arrangements and these changes will be considered by the Board in March 2023 and subject to approval will take effect from April 2023.</p> <p>b) Quality &amp; Safety Report to the Q&amp;S Committee has been revised and is now in use.</p>	<p>April 2023</p> <p>Completed</p>	<p>Director of Corporate Governance</p> <p>Director of Nursing &amp; Patient Experience</p>

<p>Committee; and c) roll out a formal programme of committee effectiveness reviews.</p>	<p>c) Programme of committee effectiveness reviews to be completed six monthly.</p>	<p>September and March 2023/24</p>	<p>Director of Corporate Governance</p>
<p><b>Recommendation 9</b> There remains considerable fragility in the senior leadership team in the Morriston Hospital Service Group. The Health Board, therefore, should seek to appoint substantively to posts within the Service Group triumvirate and at the level below.</p>	<p>Head hunters have been selected to recruit substantively to this role and campaign will commence in March. Plans to recruit to this role have been deferred due to the resignation of the COO. Once new COO has been appointed following the interview scheduled for 29 March, the successful candidate will be able to participate in the appointment of Morriston Service Group Director. Other associated posts will be recruited to thereafter</p>	<p>June 2023</p>	<p>Director of Workforce and OD</p>