

**Recommendations/Action Removed from the March 2020 Iteration of the
Governance Work Programme**

Recommendation	Lead Exec & Timescale	Source of Recommendation	Status	Reason for Removal
Ensure clarity and organisational understanding of the new structure and specifically, about what is a management group, partnership forum or scrutiny function as the current mapping groups them collectively.	Director of Corporate Governance March 2019	Structured Assessment 2017 Recommendation 5		Confirmed complete by Audit Committee (Sept 2019) and Structured Assessment 2019
<p>New Programme Board arrangements are being implemented within the Health Board. As part of this organisational change the Health Board needs to:</p> <ul style="list-style-type: none"> - ensure that the new Programme Boards do not focus solely on areas of targeted intervention in secondary care, and that sufficient attention is paid to other service areas and improvements - Re-map the Changing for the Better strategic change programmes formerly overseen by the Commissioning Boards and determine how they align to the new Programme Boards; - Ensure the new arrangements and interfaces between the Programme Boards and the delivery unit structures are clear and better understood than the previous arrangements; - Clarify reporting lines for the new Programme Boards and the relationship to the Strategy and Planning, and Performance and Finance Committees 	Director of Transformation June 2019	Structured Assessment 2017 Recommendation 9		Confirmed complete by Audit Committee (Sept 2019) and Structured Assessment 2019

Recommendation	Lead Exec & Timescale	Source of Recommendation	Status	Reason for Removal
The Health Board should put an action plan in place to ensure that the National Fraud initiative (NFI) data matches it receives in January 2019 are prioritised for review and where necessary investigated in a timely manner.	Director of Finance May 2019	Structured Assessment 2018 Recommendation 1		Confirmed complete by Audit Committee (Sept 2019) and Structured Assessment 2019
The Information Governance Board is an effective forum for driving the information governance agenda, but its focus is too operational to fully support the Health Board's wider digital ambition. The Health Board should ensure that there is sufficient strategic oversight of its digital ambition.	Interim Chief Digital Officer (CIO) June 2019	Structured Assessment 2018 Recommendation 3		Confirmed complete by Audit Committee (Nov 2019) and Structured Assessment 2019
In progressing the planned work to develop a more integrated approach to the provision of management information, the Health Board needs to clarify: Executive accountabilities for performance information and management, where business intelligence sits and how it relates to informatics.	Associate Director of Performance Apr/May 2019	Structured Assessment 2017 Recommendation 15		Confirmed complete by Audit Committee (Sept 2019) and Structured Assessment 2019

Recommendation	Lead Exec & Timescale	Source of Recommendation	Status	Reason for Removal
<p>To foster a more sustainable approach to managing savings, the Health Board should: Set realistic savings targets.</p> <p>Make better use of benchmarking data and internal performance intelligence to better identify inefficiencies (and efficiencies) to feed into savings planning.</p> <p>Link financial budgets to activity through zero based budgeting to identify efficient and inefficient areas and to effectively benchmark against good practice</p> <p>Ensure savings schemes are not planned in isolation but are linked to wider programmes of work or changes in activity.</p> <p>Adequately profile savings over the course of the year so that delivery is not concentrated in the last six months of the year.</p> <p>Reduce reliance on short-term transactional savings in favour of long-term and transformational savings which aim to reduce pressure on future budgets. For example by ensuring savings related to pay are linked to long-term service change.</p>	<p>Director of Finance</p> <p>January 2020</p>	<p>Structured Assessment 2017 Recommendation 1</p>		<p>Superseded by: Structured Assessment 2019 Recommendation 4</p>
<p>The Health Board should broaden its use and reporting of benchmark data (such as CHKS) to reduce unwanted variation and inform service and efficiency improvements.</p>	<p>Director of Finance</p> <p>March 2020</p>	<p>Structured Assessment 2018 Recommendation 4</p>		<p>Superseded by: Structured Assessment 2019 Recommendation 5</p>

Recommendation	Lead Exec & Timescale	Source of Recommendation	Status	Reason for Removal
The Health Board should develop an estates strategy, linked to the clinical services plan and IMTP, and reflected in the capital plan.	Director of Therapies and Health Science/Chief Operating Officer (COO) July 2020	Structured Assessment 2018 Recommendation 4		Superseded by: Structured Assessment 2019 Recommendation 1

In addition to the foregoing, all recommendations/actions relating to the Serious Incident Report (Delivery Unit) have been removed, as all have been reported to the Audit Committee as fully completed