

Director of Corporate Governance

Structured Assessment 2024

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Comments
2	The Board monitors delivery of the 2024-25 Annual Plan strategic objectives through its Goals, Metrics, and Outcomes process. However, there is insufficient oversight of the delivery of the well-being objectives. The Health Board's quarterly Annual Plan progress reports to Board have not included an update on delivery of the well-being objectives to date.	N/A	The Health Board needs to ensure that the Board and its committees regularly monitor and scrutinise progress against delivery of its well-being objectives.	N/A	Review Committee work programmes to ensure the reporting and review of progress against the well-being objectives is considered by a Committee of the Board, at a minimum three times a year.	Director of Corporate Governance	August 2025: The Director of Corporate Governance reports that this is now reported via the Population Health Committee.
4	The Health Board continues to have good arrangements in place for tracking the progress in implementing internal and external audit recommendations. The tracker continues to provide clarity on individual audit recommendations and highlights overall status clearly. However, there have been issues this year with ongoing delivery, and robust mechanisms to hold teams to account, and there remain long-standing recommendations that need to be addressed.	N/A	The Health Board needs to strengthen ownership and accountability of audit recommendations to ensure that recommendations are addressed in a timely manner.	N/A	The Health Board will produce a procedure for the management of internal and external audit recommendations. This will clearly set out roles and responsibilities in terms of discharging agreed actions in a timely manner. It will also describe the process for the review and update of progress against agreed actions within the Audit Tracker, and the reporting of this same to the Audit Committee. The procedure will clearly state responsible Directors may be called to the Audit Committee to provide additional information and assurance where actions are overdue.	Head of Compliance	July 2025: The Audit Tracker User Guide has been updated to explicitly state that the relevant Lead Director will be held responsible for achieving the deadline agreed for each action. As such, if a deadline is missed, the Director may be required to attend Audit Committee to provide further detail and/or assurance regarding the reason for missing the original deadline, and the achievability of the revised date.
5	The Health Board has lost the ability to livestream its meetings this year due to an update to its operating systems.	N/A	The Health Board should address the issues currently preventing it from livestreaming public Board meetings.	N/A	Review options available to the health board and present the options to the formal Executive Team to consider the cost benefit of each option.	Director of Corporate Governance Director of Digital	August 2025: Access to live meetings is now available via the use of a Teams link.
7	We remain concerned that the Director of Corporate Governance's portfolio still includes patient concerns and complaints which is impacting their independence and impartiality on their wider duties and responsibilities to the Board. The Health Board, therefore, should address this by transferring responsibility for the portfolio of an appropriate Executive Director.	N/A	The Health Board should transfer responsibility for patient concerns and complaints from the Director of Corporate Governance to an appropriate Executive Director.	N/A	A review of the Director of Corporate Governance portfolio will be completed and a revised structure implemented, subject to COP, in Q1 of 2025/26.	Director of Corporate Governance	August 2025: Responsibility for patient concerns and complaints has now transferred to the Executive Director of Nursing and Patient Experience.

Director of Workforce & OD

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Comments
3	The Workforce, OD and Digital Committee should receive regular progress reports against the Workforce and OD Director's 7 Pillars to highlight overall progress against intentions, and the outcomes and impact of the action taken.	N/A	The Workforce, OD and Digital Committee should receive regular progress reports against the Workforce and OD Director's 7 Pillars to highlight overall progress against intentions, and the outcomes and impact of the action taken.	N/A	The report recognises that the Workforce and OD Directorate currently prepare quarterly highlight reports for their 7 Pillars as part of the Health Board's 2023 annual plan governance process and these are shared with the Workforce, OD and Digital Committee. However, following the launch of the HBT's new People Strategy, a new bi-annual progress report against the 7 pillars aims to be developed and shared with the above committee to provide assurance on overall progress and impact. The first people strategy progress report will be prepared from 1st July 2024 based on Q2 data and then it will become a business-as-usual activity.	Strategic Workforce Planning Team	August 2025: The Workforce & OD Committee has agreed a revised work plan which will see a progress update against the People Strategy being reported 3 times per year, together with regular deep dives into each of the strategy's 7 pillars.