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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	12th November 2020	Agenda Item	2.1
Report Title	Governance Work Programme		
Report Author	Len Cozens, Head of Compliance		
Report Sponsor	Pam Wenger, Director of Corporate Governance		
Presented by	Len Cozens, Head of Compliance		
Freedom of Information	Open		
Purpose of the Report	The purpose of this report is to present an update to the Audit Committee in respect of the Governance Work Programme		
Key Issues	<p>The outline Governance Work Programme was originally considered by the Audit Committee in the early part of 2018. The final version, updated to include Members comments, was then approved by the Committee at its May 2018 meeting.</p> <p>The Programme was last presented to the Audit Committee for assurance in March 2020. It has now been reviewed and updated to reflect developments and action since that date.</p> <p>This includes highlighting relevant observations and comments made by Audit Wales as part of the Structured Assessment 2020.</p>		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • NOTE the report • RECEIVE ASSURANCE regarding the actions taken to deliver the Governance Work Programme. • NOTE AND AGREE the closure of those recommendations where actions are now deemed to be complete by the responsible lead(s). 		

GOVERNANCE WORK PROGRAMME UPDATE

1. INTRODUCTION

- 1.1 The purpose of this report is to provide the Audit Committee with an update on progress against the Governance Work Programme.

2. BACKGROUND AND CONTEXT

- 2.1 The original Governance Work Programme was approved by the Audit Committee in May 2018. It has been routinely presented to the Committee for assurance since that date, and updated in line with members' comments.

3. GOVERNANCE WORK PROGRAMME PROGRESS UPDATE

- 3.1 The Governance Work Programme was last presented to the Audit Committee in March 2020. This has been reviewed and updated, as a result of which the following actions/recommendations have been removed:

- Recommendations which have been superseded as a result of further reviews
- Recommendations where actions have been deemed complete by Audit Wales as part of their Structured Assessment process, and/or by the Audit Committee, and where no form of ongoing monitoring or review is required. This includes all recommendations relating to the Serious Incident Report (Delivery Unit), as these were reported as having been fully completed as part of the last update.

A table detailing these removed items has been included for the information of the Committee at **Appendix 1**

- 3.2 In addition to the foregoing, the Governance Work Programme has been further updated to reflect the inclusion of the following:

- Recommendations made as part of the Structured Assessment 2019, together with the corresponding management responses.
- Feedback from the Structured Assessment 2020 (no new recommendations were made)
- A new recommendation/action in respect of the Board Assurance Framework (BAF)
- Comments and updates received from responsible lead officers.

For clarity, all new entries made to the Governance Work Programme as part of this update are in blue.

- 3.3 As well as updating the content of the Governance Work Programme, the format/layout has also been revised in order to group recommendations/actions under each responsible lead. In doing so, clear reference to the date and source of each recommendation/action has been retained.

- 3.4 Since the last update to the Audit Committee, responsible leads report that the recommendations set out in the following table are now complete. As such, the Committee is asked to review and confirm that they are satisfied with the actions taken.

	Recommendation & Source(s)	Position/Update
1a	Governance Stocktake Structured Assessment 2017 (R5) Develop a Board Assurance Framework and determine whether further simplification of governance structures and reporting lines is required.	The Board Assurance Framework was endorsed by Audit Committee in Nov. 2019 and the Board in Jan. 2020. Noting the foregoing it is proposed that these recommendations be marked complete, and new recommendation opened to deal with comments made in the 2020 Structured Assessment around implementation.
1f	Governance Work Priorities 19-20 Implementation of a Board Assurance Framework	
1d	Financial Gov. Review – Rec. 19 The HB should consider the introduction of greater standardisation in relation to divisional governance and leadership and define the parameters for operating within an Accountability Framework. This should include guidance on reporting templates, meeting agendas and performance management arrangements.	Standard operating procedure for management corporate meetings has been agreed and issued to all units. Alongside this, governance arrangements for the management of Health and Safety meetings including terms of reference have been approved. All outstanding work has now been completed.
1e	Governance Stocktake Review the Executive Team meeting arrangements including the groups that report to the Executive.	Completed. The structure of the Executive Team and Senior Leadership Team meetings have been reviewed, and work programmes created. These are currently being flexed dependent on COVID-19 pandemic pressures. Terms of Reference for the Executive Board have been approved. Review of the governance structure for reporting to the Health & Safety Committee is complete and new health and safety document templates have been introduced to strengthen governance reporting.
1i	Governance Work Priorities 19-20 Further strengthening of the role of committees including reviewing the size, quality of board papers as well as financial consequences of all Board and Committee papers	Completed. Structures have been reviewed and streamlined with report writing training developed.

	Recommendation & Source(s)	Position/Update
2b	Governance Work Priorities 19/20 Quality Governance arrangements including role and accountabilities of supporting structures	A review of quality governance arrangements has been undertaken. The revised Quality & Safety Assurance Framework, together with the Quality and Safety Governance Group (QSGG) terms of reference were agreed and ratified by the Quality and Safety Committee (QSC). QSGG reports monthly to the QSC ensuring a direct flow of information relating to matters of Q&S from Unit/Group level to Committee.
3a	Structured Assessment 2017 (R17) Acknowledging that the Programme Management Office (PMO) is currently focused on supporting the Recovery and Sustainability Programme, the Health Board should prospectively consider programme management arrangements and the future role of the PMO in supporting wider strategic plans and change programmes	Update within the 2019 Structured Assessment records this action as being complete, noting that the Transformation Board will further review capacity and capability. The PMO has been realigned under the Director of Transformation, alongside the Value Based Healthcare Team and the Improvement Science Team. The combining of the organisation 'change support' has enabled the development of the Bay Way of supporting projects and programmes, bringing best practice from project and programme management and benefits realisation together.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from the recommendations in this report.

5. RECOMMENDATIONS

- 5.1 Members are asked to:

- **NOTE** the report
- **RECEIVE ASSURANCE** regarding the actions taken to deliver the Governance Work Programme
- **NOTE AND AGREE** the closure of those recommendations where action are now deemed to be complete by the responsible lead(s)

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input type="checkbox"/>
Quality, Safety and Patient Experience		
Ensuring that the Board and its Sub-Committees make fully informed decisions is dependent on the quality and accuracy of the information presented and considered by those making the decisions. Informed decisions are most likely to impact favourably on the quality, safety and experience of patients and staff.		
Financial Implications		
There are no direct financial implications arising from this paper		
Legal Implications (including equality and diversity assessment)		
There are no direct legal implications arising from this paper		
Staffing Implications		
The delivery of the Governance Work Programme is set within the context of existing resources.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
A robust Governance Work Programme will assist the Board in assessing risk and gathering assurance across all corporate objectives, which span the five ways of working, and the wellbeing goals identified in the Act.		
Report History	Last update to Audit Committee – March 2020	
Appendices	Appendix 1 – Table of recommendations removed from Governance Work Programme (March 2020)	
	Appendix 2 – Revised and updated Governance Work Programme	