

	<p>We do report on key areas to Clinical Services Outcome Group (CSOG), but it is mainly on urgent and emergency care and planned care. There is potential for CSOG to take-over responsibility for focussing on the implementation of the CSP aspects of the IMTP.</p>		
<p>Recommendation 3</p> <p>While the BAF has improved, opportunities exist to develop and enhance it further. The Health Board, therefore, should ensure that 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>The BAF has been updated and continues to evolve and further work to meet the recommendation will be submitted to the Board in September 2023.</p>	<p>September 2023</p>	<p>Director of Corporate Governance</p>
<p>Recommendation 4</p> <p>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 sub 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>Recommendation 5</p>	<p>COVID dashboard has been used live and further dashboards are under development to support</p>	<p>In place</p>	<p>Director of Finance and Performance</p>

<p>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>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. Once trialled HB level one will be developed.</p> <p>Comparative All Wales data will be used where available</p>	<p>May 2023</p> <p>September 2023</p> <p>April 2023</p>	
<p>Recommendation 6</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</p>	<p>Systems and processes in place to monitor and audit and inspection actions will be reviewed and revised.</p>	<p>September 2023</p>	<p>Director of Corporate Governance</p>

recommendations by other external inspection and review bodies.			
<p>Recommendation 7</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> <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>a) Counter fraud reports will now be included in the public agenda for Audit Committee with the exception of any sensitive case information;</p> <p>b) To be reviewed once the new Director of Insight, Communications and Engagement is in post;</p> <p>c) The level of detail to be published needs to be agreed and a process put in place to have a 'live' register on the website;</p> <p>d) These are now on the website</p> <p>e) Revised report to be shared with the board from May 2023.</p>	<p>March 2023</p> <p>June 2023</p> <p>July 2023</p> <p>March 2023</p> <p>May 2023</p>	<p>Director of Corporate Governance/Director of Insight, Communications and Engagement/ Director of Finance and Performance</p>
<p>Recommendation 8</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</p>	<p>BAF has been used to revise the Board Committee arrangements and these changes will be considered by the Board in March</p>	<p>April 2023</p>	<p>Director of Corporate Governance</p>

<p>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 Committee; and c) roll out a formal programme of committee effectiveness reviews.</p>	<p>2023 and subject to approval will take effect from April 2023.</p>		
<p>Recommendation 9 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>