

## Organisational response

**Report title:** Structured Assessment 2022 – Cwm Taf Morgannwg University Health Board

**Completion date:** February 2023

**Document reference:** 3313A2023

Ref	Recommendation	Organisational response Please set out here relevant commentary on the planned actions in response to the recommendations	Completion date Please set out by when the planned actions will be complete	Responsible officer (title)
R1	<p><b>Improving administrative governance arrangements</b></p> <p>We found opportunities for the Health Board to improve its administrative governance arrangements to enhance public transparency and support Board and committee effectiveness. The Health Board, therefore, should:</p> <ul style="list-style-type: none"> <li>a) publish the agendas of private Board and committee meetings;</li> <li>b) publish the papers for all public Board, committee, and advisory meetings on its website in a timely manner;</li> <li>c) update report cover sheets to enable authors to better link their reports to the requirements of the Well-being of Future Generations (Wales) Act 2015; and</li> <li>d) update presentation cover sheets to enable authors to summarise the information sufficiently and capture the relevant risks and issues.</li> </ul>	<ul style="list-style-type: none"> <li>a) In the exceptional circumstances where the Health Board is required to hold a Private Board meeting or Board Committee it will endeavour to highlight the agenda items covered on the Public Agenda for transparency.</li> <li>b) Due to capacity constraints within the Corporate Governance Function it is accepted that the timely publishing of papers maybe impacted. Discussions are underway with the Web Development Team to consider if they can provide interim support over the next 3-6 months.</li> <li>c) Cover reports will be reviewed to incorporate requirements of the WBFG Wales Act.</li> <li>d) Presentation cover sheets to be reviewed to ensure authors sufficiently reflect key risks and issues.</li> </ul>	<ul style="list-style-type: none"> <li>a) 30<sup>th</sup> April 2023</li> <li>b) 31<sup>st</sup> August 2023</li> <li>c) 30<sup>th</sup> June 2023</li> <li>d) 30<sup>th</sup> June 2023</li> </ul>	Assistant Director of Governance & Risk
R2	<p><b>Using the Board Assurance Framework (BAF) to shape Board business</b></p> <p>Although the Health Board has made positive progress in developing a BAF, it is</p>	The Health Board will continue to include the BAF Report in its agenda setting meetings and align the Board and Committee Cycles of Business to ensure that the business of the meetings are	31 <sup>st</sup> August 2023	Assistant Director of Governance & Risk

	<p>not yet currently being used to shape Board and committee business. The Health Board, therefore, should actively use the BAF on an ongoing basis to shape and inform Board and committee work programmes.</p>	<p>shaped by the principal risks facing the organisation.</p> <p>The BAF will also help shape Board and Committee Cycles of Business at the beginning of each financial year.</p> <p>Each Committee will receive the principal risk assigned to it as the 'assuring Committee' within the cover paper of the Organisational Risk Register, which is received at all regular Committee meetings as appropriate.</p>		
<b>R3</b>	<p><b>Strengthening performance management arrangements</b></p> <p>The Health Board has a number of longstanding performance challenges across many areas in both planned care and urgent and emergency care, resulting in it being escalated to enhanced monitoring from routine arrangements under Welsh Government's Escalation and Intervention Arrangements. The Health Board, therefore, should ensure its performance management and reporting arrangements are appropriately focused on the key challenges it faces in both planned care and urgent and emergency care, especially where performance in those areas is comparatively worse than other Health Boards in Wales.</p>	<p>The Health Board continues to work to improve the Integrated Performance Reporting to the Board. The lay out, content and specifically the narrative throughout the report to Board is constantly being refined and updated to ensure the Board has the right information at the right time. In addition steps have been taken to ensure that the Board Committees receive the performance information relevant to their remit.</p> <p>However the Health Board recognises that given the nature of its business and its complexities that this remains a very large report and it can be challenging to identify the most significant issues. The Health Board is holding a workshop with Board Members in Spring 2023 to develop an approach that enables a greater visibility of the most important indicators whilst still presenting all other metrics in a timely fashion for openness and accountability.</p> <p>Whilst creating opportunities for members to select the "most important indicators" will enable</p>	<p>30<sup>th</sup> September 2023</p> <p>The workshop with Board Members is scheduled for Quarter 1 – 2023-2024.</p>	<p>Executive Director of Strategy &amp; Transformation (Performance Framework)</p> <p>Chief Operating Officer (Operational Performance)</p> <p>Director of Digital (Performance Information)</p>

		the Board to align measures to strategic priorities etc, the Executive Leads will also draw the Board's attention to areas of concern and/or where performance is comparatively worse than other Health Boards in Wales.		
<b>R4</b>	<p><b>Establishing measurable outcomes for strategic priorities</b></p> <p>Whilst the Health Board has made positive progress in developing a long-term vision, strategic goals, and strategic priorities for the organisation, the new strategy (CTM 2030) lacks clear and measurable outcomes. The Health Board, therefore, should seek to articulate outcomes for each strategic priority, what success would look like, and how it will measure and report progress. In doing so, it should consider the relationship between the goals of the Population Health Strategy and the wider strategic goals and public health 'life course' approach set out in CTM 2030.</p>	<p>We agree that this work needs to progress. The ongoing work of the Strategy Groups and the CTM 2030 steering group is to set out clearly the measurable improvements to be delivered. Most of these relate to pre-existing measures set out in the Quadruple Aims. Each lead for a "strategy chapter" are responsible for identifying the measurable outcomes for their "chapter".</p> <p>In addition, work has already commenced to align the strategy group work to the goals and measures set out within the Population Health Management plan. We will continue to work to ensure that the thread between these aspects is more visible.</p>	30th June 2023	Executive Director of Strategy & Transformation
<b>R5</b>	<p><b>Enhancing arrangements for monitoring delivery of corporate plans and strategies and reporting progress to the Board</b></p> <p>We found opportunities for the Health Board to enhance its arrangements for monitoring the delivery of corporate plans and strategies, and reporting progress to the Board. The Health Board, therefore, should enhance its arrangements by ensuring:</p>	<p>a) All plans and strategies will contain an executive summary setting out this information. As set out above, work is ongoing around outcome measures.</p> <p>b) Executive Directors are clear on their responsibilities for delivery so we will ensure this is more visible.</p> <p>c) Reports will be reviewed to ensure they provide the Board with sufficient information to</p>	30th June 2023	Executive Director of Strategy & Transformation

	<ul style="list-style-type: none"> <li>a) plans and strategies contain clear summaries of key actions / deliverables, timescales, and measures to support effective monitoring and reporting;</li> <li>b) plans and strategies provide greater detail on which Executive Directors are responsible for the delivery of key actions / deliverables to enable appropriate accountability; and</li> <li>c) reports are aligned to performance reports to enable the Board to assess the extent to which the implementation of key actions / deliverables is having a positive impact on Health Board performance.</li> </ul>	<p>assess the impact of implementation of key actions and deliverables on the Health Board's Performance.</p>		
R6	<p><b>Strengthening financial management arrangements</b></p> <p>We identified the need for the Health Board to improve its arrangements for containing expenditure and delivering savings. The Health Board, therefore, should review its arrangements to ensure there is sufficient grip and challenge at all levels of organisation on expenditure and savings delivery.</p>	<p>Finance review meetings are held with all of the Care Groups on a monthly basis and with other functions on a bi-monthly basis. These meetings cover savings delivery, expenditure variances plus action plans to improve the overall control environment. These processes will be reviewed to ensure that they are sufficiently robust in terms of containing Health Board expenditure and delivering planned savings.</p> <p>Within the draft, Internal Audit Plan for 2023-2024 it is proposed that Internal Audit will undertake a review of budgetary control at a localised level.</p>	30 <sup>th</sup> September 2023	Executive Director of Finance

<p><b>R7</b></p>	<p><b>Strengthening financial controls</b></p> <p>Whilst the Health Board's financial control procedures are generally effective, we identified opportunities to strengthen some controls and update the information available on the Health Board's website. The Health Board should:</p> <ul style="list-style-type: none"> <li>a) review the delegated upper financial limit for the Chief Executive;</li> <li>b) ensure there is a clear process in place for the Board to review and approve capital programmes and projects; and</li> <li>c) ensure out-of-date financial control procedures are removed from its website and replaced with the current versions.</li> </ul>	<ul style="list-style-type: none"> <li>a) The Health Board will undertake a review of the Chief Executives upper financial limit. This will form part of the review of the Health Board's Standing Financial Instructions being led by the Head of Corporate Finance.</li> <li>b) Capital approvals are managed through the Executive Capital Management Group (ECMG) which meets monthly and approves all new schemes and adjustments to approved capital schemes. ECMG is Chaired by the Director of Finance and the Director of Strategy and Transformation and Chief Operating Officer are also members. Since the removal of the Capital Programme Board the reporting for the capital programme and all business cases are reported through Planning, Performance and Finance Board Committee prior to being reported at the Board. It is proposed that quarterly capital reporting is reinstated through Planning, Performance &amp; Finance (PPF) Committee and to the Board to cover updates on the capital programme and major projects. Business case over £1M will be brought through the PPF and Board Agenda prior to approval to Welsh Government dependent on project progression and Board Agendas.</li> <li>c) A review of all the outdated Financial Control Procedures is underway.</li> </ul>	<ul style="list-style-type: none"> <li>a) 30<sup>th</sup> September 2023</li> <li>b) 30th June 2023</li> <li>c) 31st December 2023 (Qtr 3)</li> </ul>	<p>Executive Director of Finance</p>
<p><b>R8</b></p>	<p><b>Enhancing financial reports to the Board</b></p> <p>Whilst the Health Board has effective arrangements for reporting financial</p>	<p>The monthly finance reports to the Board and the Planning, Performance and Finance (PPF) Committee summarise the key risk and opportunities facing the Health Board. These</p>	<p>31st July 2023</p>	<p>Executive Director of Finance</p>

	<p>performance to the Board, we identified opportunities to enhance these reports further. The Health Board should:</p> <ul style="list-style-type: none"> <li>a) provide greater assurances that mitigating actions are in place to address key financial risks highlighted in the reports; and</li> <li>b) report the financial performance of the new Care Groups at the earliest possibility.</li> </ul>	<p>reports will be reviewed to ensure they provide assurance to the Board that mitigating actions and plans are in place and that the PPF Committee has confidence the risks are being appropriately managed.</p> <p>These reports will capture financial performance of the the new Care Group Model.</p>		
<p><b>R9</b></p>	<p><b>Maximising the benefits of digital technologies and solutions</b></p> <p>There is limited capacity within the Health Board to fully deliver its digital transformation agenda. The Health Board, therefore, should seek to set out in its refreshed Digital Strategy how it intends to overcome staffing and funding challenges to fully exploit the benefits offered by digital technologies and solutions.</p>	<p>The themes identified in the existing Digital Strategy continue to be aligned to the NHS Wales Digital Strategy and are embedded and will continue to evolve with the CTM2030 strategy in relation to digital activity.</p> <p>The Health Board has performed an analysis and identified a <b>minimum</b> set of resources (staff and capital/revenue) required over the next 3 years.</p> <p>Aligned to this work, during 2022 the Health Board completed a functional map of services required from a Digital and Data perspective. The next stage in the process is to align staffing resources to the functions, which will be achieved by following organisational change process.</p> <p>For significant Digital and Data changes (i.e. projects/programmes) the Health Board has developed a process of creating business cases to support service transformation. These business cases indicate the resources (staffing &amp; Infrastructure) required to implement service</p>	<p>31st December 2023 (Qtr 3)</p> <p>Qtr 1 – Business Case for Patient Centred Contact.</p> <p>Qtr 2 – Business Case for e-prescribing.</p>	<p>Director of Digital</p>

		<p>change and ensure ongoing provision of support services to sustain change.</p> <p>The Health Board is committed to adopting all National Digital developments, where appropriate, and has invested heavily in the deployment of these products across the Health Board. The current strategy is to continue to operate in this manner and ensure it maximises resources efficiently and effectively.</p>	Ongoing as National Digital Developments are released.	
<b>R10</b>	<p><b>Strengthening Board-level oversight of estates issues and risks</b></p> <p>There is currently insufficient Board-level oversight of the condition of the estate and other significant related risks. The Health Board, therefore, should:</p> <ul style="list-style-type: none"> <li>a) ensure there is regular reporting on estates-related performance indicators and risks to the Planning, Performance, and Finance Committee;</li> <li>b) update the committee's Terms of Reference to reflect these responsibilities; and</li> <li>c) establish a clear process for ensuring appropriate cross-referral of issues with the Quality and Safety Committee, which oversees health and safety matters.</li> </ul>	<p>On publication of Welsh Government's annual Estates, Facilities Performance Management System data, the findings are reported to the Planning, Performance and Finance (PPF) Committee. The report includes the Health Board's performance measured against the national estates key performance indicators which are Physical Condition, Statutory and Safety compliance, fire safety, functional suitability and space utilisation. In addition the report includes the estates operational planned and reactive performance data for statutory and mandatory jobs and also captures helpdesk request data, the reported data is compared against previous years so that trends can be analysed. The report also includes the organisations energy performance and Carbon Dioxide (CO2) emissions which is measured and reported against the Welsh Government performance targets</p> <p>At all of the Health Board's Health, Safety and Fire Sub Committees there is a standard agenda item for an Estates Safety and Compliance report and a fire safety report. These reports cover the</p>	In accordance with the Committee Cycle of Business for the PPF Committee and Health, Safety and Fire Sub Committee – Circa April / May 2023.	Executive Director of Finance

critical infrastructure systems such as high and low voltage electricity, medical gases, ventilation and water.

The Estates and Capital Directorate has its own risk register which is reported quarterly to the Estates / Capital Governance Board, the risks identified with a score above 15 are subsequently reported to Corporate Governance for inclusion on the Health Board's Organisational Risk register.

The Health Board is also considering its approach to developing an Estates Strategy within the Health Board and how this will align with other key strategic documents and plans.

The Planning, Performance & Finance Committee Terms of Reference will be reviewed to reflect the responsibility to receive Board level oversight of estates issues.

The Health Board has a defined Committee Referral process which will be used if there are matters considered at either the PPF Committee or HS&F Sub Committee that require consideration at the Quality & Safety Committee. The HS&F Committee will also ensure any estates issues will be notified to the Q&S Committee through the Committee Highlight Report.