

55. The trust did not prepare an action plan in response to the report, instead using the recommendations in the report itself to guide the necessary work. The downside of this approach is that it did not allow important detail to be added to the recommendations raised, in particular how exactly the recommendation would be implemented, who would be responsible for this and how success would be measured.

56. A status update of actions in the EY report was presented to the Board in September 2017. Because an action plan wasn't produced, we found it difficult to map the 'current status' narrative to EY's recommendations and therefore to make an assessment of the extent to which EY's concerns had been addressed. Furthermore, the action update focused on process rather than outcomes, and would have benefited from a mechanism demonstrating how embeddedness of the actions implemented would be tested. It is not clear how the Board monitored progress against the recommendations between May and September 2017.

57. We note that EY have now re-reviewed the two high risk areas from their report and concluded that these areas are now both low risk because of the actions taken. This is in spite of the process limitations noted above. However there may still be learning points for the trust's response to future reviews, and to ensure sustained impact of the actions taken in response to EY's report.

58. The EY review is one of several over the past two years that has considered governance. The trust prepared a thematic analysis of all these pieces of work for the July 2017 Board seminar, which identified common themes from the reviews. This was a useful document and a good initial response to the various reviews, but the impact of this work was unclear as the next steps were set out at only the highest level. The trust needs a more robust overarching response to all the governance reviews it has received in recent months, with a clear plan detailing how it will respond to the common themes it has already identified and a clear system for monitoring progress against these actions.