

**COFNODION Y CYFARFOD PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD
CYMERADWYO / UNAPPROVED MINUTES OF THE PEOPLE PLANNING &
PERFORMANCE ASSURANCE COMMITTEE MEETING**

Date and Time of Meeting:	Thursday, 24 th June 2021 at 9.00 a.m.
Venue:	Meeting Room, Ty Nant, Glangwili General Hospital, Carmarthen and via Teams

Present:	Professor John Gammon, Independent Member (PPPAC Chair) Mr Maynard Davies, Independent Member (VC) Ms Anna Lewis, Independent Member (VC) Ms Ann Murphy, Independent Member (VC) Mr Iwan Thomas, Independent Member (VC)
In Attendance	Mrs Lisa Gostling, Director of Workforce & OD (Joint PPPAC Executive Lead) (VC) (part) Mr Huw Thomas, Director of Finance (Joint PPPAC Executive Lead) (VC) Mr Lee Davies, Director of Strategic Development & Operational Planning (Joint PPPAC Executive Lead) (VC) (part) Mr Andrew Carruthers, Director of Operations (VC) (part) Mrs Ros Jervis, Director of Public Health (VC) Mrs Joanne Wilson, Board Secretary Mr Paul Williams, Assistant Director of Strategic Planning (VC) (part) Mrs Enfys Williams, Welsh Language Services Manager (VC) (part) Ms Alison Bishop, Unscheduled Care Lead (VC) (part) Ms Rhian Williams, Principal Auditor, NHS Wales Shared Services Partnership (VC) (Observer) (part) Mrs Claire Williams, Committee Services Officer (Secretariat)

Agenda Item		Action
PPPAC (21)057	INTRODUCTIONS AND APOLOGIES FOR ABSENCE Apologies for absence were received from Dr Philip Kloer, Medical Director/Deputy Chief Executive, Ms Alison Shakeshaft, Director of Therapies and Health Science and Mr Sam Dentten, Hywel Dda Community Health Council. Professor John Gammon extended a warm welcome to Mr Iwan Thomas, Independent Member, recognising this was his first PPPAC meeting.	
PPPAC (21)058	DECLARATIONS OF INTEREST No declarations of interest were made.	
PPPAC (21)059	MINUTES OF THE PREVIOUS MEETING HELD ON 27TH APRIL 2021 RESOLVED – that the minutes of the PPPAC meeting held on 27 th April 2021 be APPROVED as an accurate record of proceedings.	
PPPAC (21)060	TABLE OF ACTIONS AND MATTERS ARISING FROM MEETING HELD ON 27TH JUNE 2021	

	An update was provided on the Table of Actions from the meeting held on 27 th April 2021 and confirmation received that all outstanding actions have either been progressed or forward planned for a future Committee meeting.	
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PPPAC (21)061	SELF-ASSESSMENT OF COMMITTEE EFFECTIVENESS FINDINGS	
	Members were presented with the PPPAC Self-Assessment 2020/21 – Analysis of Findings report, detailing the outcome of the annual self-assessment exercise, which had been based on a more rigorous exercise than in previous years, adopting the style utilised by the Quality, Safety & Experience Assurance Committee (QSEAC) in 2019/20. Members were thanked for the constructive feedback received, and it was noted that a meeting had been held between the PPPAC Chair, PPPAC Lead Executive Directors and Board Secretary to consider and respond to the suggested areas for improving PPPAC’s effectiveness. As highlighted in Appendix 1, each suggestion for improvement has been aligned to either the ‘People’, ‘Planning’ or ‘Performance’ domain of the Committee’s Terms of Reference, and Members noted that the actions derived from the suggested areas of improvement would be taken forward as part of a wider governance review.	
	The importance of ensuring that the recommendations and suggestions from the self-assessment findings be incorporated into the new committee arrangements was emphasised and it was agreed for an update report on each of the domains to be presented to the relevant assurance committee in six months’ time, in order to demonstrate the learning that has been taken.	
	The Committee received ASSURANCE that the actions as described within Appendix 1 of the Self-Assessment of Committee Effectiveness Findings report would be taken forward as part of a wider governance review.	

PPPAC (21)062	APPROVALS MADE OUTSIDE THE MEETING VIA CHAIR’S ACTION	
	Prof. Gammon informed Members that the following approvals had been made outside of PPPAC meetings via Chair’s Action: <ul style="list-style-type: none"> • The Risk Management Procedure on 05/05/21 in anticipation of Audit Wales’ Structured Assessment 2021. • The All Wales Respect & Resolution Policy on 27/05/21 prior to the document being officially launched on 01/06/21. 	
	The Committee RATIFIED the approval provided via Chair’s Action to the Risk Management Procedure and Respect & Resolution Policy.	

PPPAC (21)063	WORKFORCE & ORGANISATIONAL DEVELOPMENT – PLANNING OBJECTIVES UPDATE	
	Members were presented with the Workforce & Organisational Development (OD) Planning Objectives (PO) update report, and the related “plan on a page” appendices, noting that the plans would be overseen by the Workforce & OD Leadership Team, with progress monitored via a new Workforce & OD Group.	
	Mrs Lisa Gostling informed Members that the POs had been agreed in line with the Health Board’s Annual Recovery Plan 2021/22, and identify key milestones in the delivery of the objectives and form the basis of ongoing	

performance reports. Mrs Gostling emphasised that if HDdUHB wishes to improve the health and wellbeing of staff and ensure that HDdUHB is a great place to work, a sense of belonging and inclusion needs to be engendered.

Mr Andrew Carruthers joined the PPPAC meeting

Mrs Gostling provided a detailed update relating to each of POs ascribed to Workforce & OD:

- **PO 1A Workforce Metrics** – Meetings have been undertaken with the Information Technology (IT) Team to support the development of a dashboard, with timescales currently on target. Whilst welcoming the development of a dashboard, Prof. Gammon enquired why the data set is not due to be reviewed until March 2022, with implementation anticipated for the end of 2022. In response, Mrs Gostling advised that whilst a three-year timescale had been agreed, it is anticipated that this could be achieved sooner, with the process already ahead of schedule; it was agreed for the dates to be kept under review. Members noted that the Workforce & OD Teams are also heavily involved with rolling out the rostering and bank systems across HDdUHB.
- **PO 1C Customer Service Training** – Members were informed that the dates for achieving key phases 1 - 4 within the plan on a page are on target, with no delays anticipated. It was acknowledged that many of the POs are interlinked and overarching.
- **PO 1F(1a) Recruitment** – Members noted that the targeted approach to identify permanent employment opportunities for those appointed to COVID-19 fixed term contracts had been met. Whilst this is currently on target, it has been rated amber due to the recovery programme and forthcoming Winter period, whereby a larger scale recruitment campaign may impact upon the team involved. Members further noted that surveys have been distributed to 1,000 individuals including new starters, unsuccessful candidates and those who felt unable to apply for a vacancy, in order to reflect and learn from the lived experience of the candidate, with 600 responses received within the first 24 hours. Focus groups are in place to progress issues raised as part of the survey. Mrs Gostling confirmed that this PO is on track and Prof. Gammon suggested that the narrative on this be made clearer in line with the RAG rating.
- **PO 1F(1b) Induction** – Members noted that a potential risk (staff attrition may impact timescales) had been identified and that further consideration would be given to whether the current RAG rating requires amending. Mrs Gostling advised that there had been a substantial turnover of staff with the Training team of late. The deadline for meeting with recruitment and digital services to identify collaborative working has been extended from the 20/06/21 to 20/07/21, however it is not anticipated that this would affect the overall outcome.
- **PO 1F(2) Policies** – Members were pleased to note that this PO is currently ahead of schedule. Mr Maynard Davies enquired whether there was a particular reason for the failed recruitment process in respect of the Head of Workforce appointment, and in response, Mrs

Gostling confirmed that the role is due to be advertised for the third time, and stressed the importance of recruiting the right individual. Ms Anna Lewis queried whether standardisation of disciplinary procedures would be prioritised for review, and in response, Mrs Gostling confirmed that there are currently 47 local employee relations policies in place, and through a series of engagement events, a schedule of review would be developed.

- **PO 1F(3) Employee Relations** – Members noted that the changes to policies, processes and approaches will involve staff and trade union engagement prior to adoption by the Board.
- **PO 1F(4) Equitable Access to Training** – Mrs Gostling advised that the utilisation of webinars and podcasts for staff training is being pursued in order for staff to access learning at a time most suitable to them. Mrs Gostling drew Members attention to the limited general training budget of £21,000 compared to £165,000 for leadership development programmes. Prof. Gammon expressed concern at the extent of the budgets and the inequity that exists and welcomed the approach of identifying training budgets and access to funds within departments/teams. Mr Huw Thomas enquired whether the extent of the training budget should be discussed by the Executive Team and Mrs Gostling confirmed that this matter had been raised previously and that a business case would be developed as part of the PO.
- **PO 1G Relationship Managers** – Members acknowledged the progress that has been made in respect of this PO, with offers made to five of the eleven candidates interviewed for the role of relationship manager. It was noted that a further advert to appoint an additional two relationship managers is being considered.
- **PO 1H Rest and Recovery** – Members were informed that progress is on target with the thematic analysis due w/c 28/06/21, which would be shared with Board Members in due course.
- **PO 1I Charitable Funds** – Members were informed that progress is on target, with a request made to staff seeking ideas about what could be established in the workplace to impact positively on their health and wellbeing. In addition, an Arts and Humanities Programme Co-ordinator has been appointed.
- **PO 2D Clinical Education Plan** – Mrs Gostling apologised to Members that a previous version of the plan on a page had been circulated and undertook to share an updated version with Members. It was noted that initial meetings are in the process of being arranged with Clinical Executive Directors and the Workforce Team to scope the Clinical Education Group (incorporating universities and colleges) and the Clinical Education Plan.

LG

Ms Alison Bishop joined the PPPAC meeting

- **PO 2G Workforce Development** – Mrs Gostling informed Members that the vacancies and absences within the senior management team of the Workforce & OD Department introduce a risk in achieving the agreed targets.

	<ul style="list-style-type: none"> • PO 2H Talent, Succession Planning & Leadership – Mrs Gostling confirmed that this PO is on track. Mr Maynard Davies enquired why digital leadership had not been included and Mrs Gostling undertook to discuss this further with Mr Huw Thomas. <p><i>Mrs Enfys Williams and Ms Rhian Williams joined the PPPAC meeting</i></p> <ul style="list-style-type: none"> • PO 2B Equality, Diversity & Inclusion - Members noted that a plan on a page has not yet been developed for this PO as this is not yet within the current year’s plan, however equality, diversity and inclusion work continues to be undertaken. <p>Members commended the staff story contained within the Remploy Wales monthly newsletter circulated to staff.</p> <p>Members were assured by the plans in place and expressed gratitude to Mrs Gostling and her team for the substantial work undertaken to date. It was agreed for the planning objectives to be continually reviewed at Committee level to ensure an assurance on all pertinent areas.</p> <p>The Committee DISCUSSED the Workforce & Organisational Development Planning Objectives update report and received ASSURANCE that actions are in accordance with the agreed plan.</p>	LG
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PPPAC (21)064	<p>INTEGRATED PERFORMANCE ASSURANCE REPORT</p> <p>Members were presented with the Performance Update for HDdUHB report for Month 2 (2021/22), noting that the performance report itself is being developed, in a phased approach, to assist Board and Committee members in more easily identifying areas of concern, to streamline the reporting process to make efficiency savings for staff and to make better use of technology. Mr Huw Thomas referred to initial teething problems with the Power BI dashboard and suggested that Members access the data via a laptop rather than an iPad.</p> <p>Mr Huw Thomas highlighted the following:</p> <ul style="list-style-type: none"> • The number of COVID-19 vaccinations administered as at 31/05/21 is 405,942. • Planned care remains under pressure from the backlog created during the COVID-19 pandemic, and performance continues to be affected by the requirements of social distancing and infection control measures. Mr Huw Thomas emphasised that the Recovery Plan is critical in terms of addressing the backlog. • Unscheduled care pressures remain challenging. • Compliance levels in terms of the number of consultants/speciality and associate specialist doctors having an up-to-date job plan, and in terms of staff having a Personal Appraisal and Development Review, have both deteriorated. • High agency spend continues for premium medical and nursing staff due to high vacancies, absence cover and continued pressures in Accident 	
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and Emergency Departments across the four acute sites, which is currently at the highest level in recent times.

Referring to the Public Board meeting scheduled for 24/06/21 to approve the Annual Recovery Plan, Mr Maynard Davies enquired when improvements and recovery could be expected, particularly in relation to mental health and planned care. In response, Mr Carruthers confirmed that plans are in place to increase capacity and reinstate services and sessions lost due to the pandemic, with it anticipated that improvements would be made within the next few weeks or months. Members noted that in the longer term, further options are being developed to reduce waiting times, including seeking additional sources of funding from Welsh Government (WG) and utilising different sources of capacity, e.g. the private sector. Mr Carruthers emphasised that mental health services prove more challenging due to significant issues relating to clinical space and informed Members that a task and finish group has been established to consider alternative accommodation options. Mr Huw Thomas emphasised the increase in demand for mental health services, with it anticipated that this demand will continue to increase. Prof. Gammon welcomed the establishment of a task and finish group to address the capacity concerns and increasing demand.

Referring to endoscopy services delivering 52% overall activity and the aim to increase this to 80% of pre-COVID-19 levels by the end of June 2021, Prof. Gammon enquired whether this would be achievable. In response, Mr Carruthers confirmed that capacity has been significantly increased and discussions are being undertaken nationally concerning opportunities to insource across Health Boards.

Prof. Gammon referred to the significant impact to deliver ophthalmology services due to reduced outpatient and theatre capacity and staff sickness. Mr Carruthers emphasised the historic fragility of ophthalmology services and informed Members that a robust regional plan is being developed with Swansea Bay University Health Board (SBUHB), utilising a collective workforce across regions to deliver a more sustainable ophthalmology service, with it anticipated that the current cataract position would be resolved in 18 months' time.

Ms Lewis enquired whether there are any further performance concerns which had not been highlighted, and in response, Mr Huw Thomas and Mr Carruthers confirmed that the main concerns have been highlighted, with it noted that due to the pandemic, performance discussions with WG are not being undertaken as often as previously. However, the recovery of cancer services, accessing cardiac services, unscheduled care and ambulance delays would continue to be progressed. Access to some primary care services, including dentistry, has also been noted as a concern.

Prof. Gammon and Members gained assurance from the response to the questions raised by Members and requested that access to the IPAR data via an iPad be explored.

HT

	The Committee REVIEWED the Performance Update for HDdUHB report and CONSIDERED any issues and actions arising.	
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PPPAC (21)065	EVALUATION OF WINTER 2020/21	
	<p>The Committee received the Integrated Winter Plan 2020/21 Evaluation report, providing an evaluation of schemes delivered through the 2020/21 Integrated Winter Plan for West Wales, identifying benefits received by HDdUHB patients accessing unscheduled and scheduled care pathways during the period of greatest pressure on the local care system. Mr Carruthers emphasised that the development of the Integrated Winter Plan had been challenging due to an unprecedented year, and expressed gratitude to Ms Alison Bishop for the work undertaken across the Local Authorities and HDdUHB in terms of a partnership approach.</p> <p>Ms Bishop informed Members that WG funding streams for Winter had been provided against specific work streams for 2020/21, in contrast to a general Winter funding stream as in previous years. Next steps will be to ensure that patients are discharged from hospital quicker, and additional funding has been provided by WG to support this. Recognising that pressures continue across the system throughout the year, Winter planning is being transitioned into a year-round planning process and bids have been submitted to WG for a whole system approach.</p> <p><i>Mr Paul Williams joined the PPPAC meeting</i></p> <p>Prof. Gammon expressed gratitude to Ms Bishop for the robust evaluation contained within the report, and welcomed discussions in the future examining the whole system measures in place, understanding the pressures that have the most significant impact upon the system and gaining an assurance that there are robust systems in place.</p> <p>Referring to the inability to utilise urgent primary care funding during the Winter period due to delays in recruiting sufficient General Practitioners (GPs) to provide 24/7 cover, Mr Maynard Davies enquired as to the impact this had on the Winter Plan. In response, Ms Bishop advised that a full understanding of the unmet need represents an ongoing piece of work which is being progressed with cluster leads. Mr Carruthers added that significant recovery funding would be available from WG this year for the recovery of services and assured Members that discussions are being undertaken across HDdUHB to establish how to progress the recovery process at pace prior to WG ratification. Mr Huw Thomas reiterated the challenges in terms of financial constraints and whilst agreeing there would be risks in the short-term, anticipated that the necessary funding would be made available by WG.</p> <p><i>Mr Lee Davies joined the PPPAC meeting</i> <i>Ms Bishop left the PPPAC meeting</i></p>	
	The Committee RECEIVED the Integrated Winter Plan 2020/21 Evaluation report and DISCUSSED issues arising from its content.	

PPPAC (21)066	END OF SEASON (2020/21) INFLUENZA REPORT	
	<p>The Committee received an update on the influenza (flu) season for HDdUHB during 2020/21, noting the extra-ordinary nature of the year in terms of circulating virus and the vaccination programme. The COVID-19 pandemic and subsequent social distancing and infection control measures, together with unique pressures on the hospital and community teams, has meant that the 2020/21 flu season could not be accurately compared to any preceding flu season, or subsequent.</p> <p>Mrs Jervis emphasised that the 2020/21 flu vaccination delivery season had been largely dictated by COVID-19, with innovative new delivery models required to inform the way in which the flu programme is supported and improved upon, with the intention of providing a sustainable service for West Wales. Referring to the trial midwifery-led flu vaccinations for pregnant women undertaken across HDdUHB during 2019/20, Mrs Jervis confirmed this had continued throughout the 2020/21 season where possible, with further options to be explored for intergenerational approaches to flu vaccination at drive through clinics. The vaccinating of 50-64 year olds, which was introduced in 2020 as an enhanced programme, will be part of the flu programme moving forward, together with the vaccination of secondary school pupils. Close working with GPs and community pharmacists will also be undertaken to maximise vaccination opportunities, as well as utilising mass vaccination centres for administering both COVID-19 and flu vaccinations. Members noted that HDdUHB is the only Health Board in Wales currently administering the Pfizer, Oxford AstraZenaca and Moderna vaccinations.</p> <p>Prof. Gammon welcomed the breadth of the utilisation of the infrastructure in place and the experience of the COVID-19 vaccination programme to support performance in terms of the forthcoming flu season.</p>	
	<p>The Committee:</p> <ul style="list-style-type: none"> • Received ASSURANCE from the flu vaccine uptake in the 2020/21 season and the progress outlined in the years prior to this, and • REVIEWED and gained ASSURANCE from the initial plans for upcoming flu season 2021/22. • NOTED the possibility of significant changes to plans towards the use of mass vaccination centres, should the co-administration of COVID-19 and flu vaccinations be approved. 	
PPPAC (21)067	WELSH LANGUAGE STANDARDS/COMPLIANCE UPDATE	
	<p>Mrs Gostling provided a verbal update with regard to Welsh language standards/compliance, advising that Mrs Enfys Williams has been leading on a HDdUHB wide self-assessment against Welsh language standards. Recognising the additional work to be undertaken, Members noted that a meeting is scheduled to be take place w/c 28/06/21 between the Welsh Language Team and Executive Directors to understand how the standards will link in with HDdUHB's strategic plan, following which timelines will be developed and reported back to Committee level.</p>	

	Members were content in regard to the strategic direction, and how Welsh language standards compliance and the culture of the language are supported across HDdUHB.	
	The Committee NOTED the Welsh language standards/compliance verbal update.	

PPPAC (21)068	WELSH LANGUAGE ANNUAL REPORT 2020/21	
	<p>Members were presented with the Welsh Language Annual Report 2020/21, focusing on how HDdUHB is evolving in terms of embedding the spirit of the Welsh Language Standards in its culture and what it does, as well as progress and plans towards achieving compliance with the Welsh language standards. The report also provides an insight into how HDdUHB has implemented and promoted the Welsh language standards during the past year.</p> <p>Prof. Gammon was assured by the substantial amount of work undertaken by the Welsh Language Team, emphasising the requirement to underpin the work undertaken within a strategic context.</p> <p>Mrs Enfys Williams expressed gratitude to the Welsh Language Team for the work undertaken during the previous challenging year and to Prof. Gammon for his positive comments. Referring to the requirement to adopt a different way of working during the COVID-19 pandemic, Mrs Enfys Williams advised that some planned actions had necessarily been delayed. However, good progress has been made and overall compliance is relatively positive. Members were pleased to note that in regard to Standard 116, the language skills of 92.7% of HDdUHB staff is now captured and recorded on the electronic staff record (ESR) and HDdUHB is the leading Health Board across Wales for this standard. In terms of Standard 99, the Team continued to support staff in terms of sourcing Welsh language lessons and promoting lessons and it was noted that all Welsh lessons had moved to on-line learning during COVID-19, with many staff welcoming this form of learning due to shift work, etc.</p> <p>Following PPPAC’s ratification of the Bilingual Skills Policy in December 2020, it is acknowledged that the forthcoming challenge will be to turn the vision into reality by achieving a million Welsh speakers across Wales by 2050. It was noted that new “Give it a Go” merchandise (flashcard keyrings) have been provided to community staff which have been greatly appreciated.</p> <p>Mr Iwan Thomas welcomed the promotion of the Welsh language and the issuing of flash cards to community staff, emphasising the importance of communicating with the HDdUHB population via their language of choice. In response to whether there is any comparative data concerning other Health Boards, in particular Betsi Cadwaladr UHB (BCUHB), in terms of the number of Welsh speaking staff and the population, Mrs Enfys Williams agreed to pursue this with her counterpart at BCUHB.</p>	<p style="text-align: right;">EW</p>

	<p>In response to Ms Ann Murphy’s enquiry about whether the flash cards could be distributed to wards, GP surgeries and care homes, Mrs Enfys Williams advised that whilst community staff had been targeted initially, many wards have requested supplies, which have now been provided. The option of issuing flashcards to the Primacy Care sector would also be pursued.</p> <p>Mr Huw Thomas welcomed the evidence of good practice undertaken by the Team and reiterated the need to ensure that the correct mind-set, skills-set and tool-set are in place, to achieve our ambition.</p> <p>Members gained assurance from the report and requested that a further update report be presented to a future Committee meeting.</p> <p><i>Mrs Enfys Williams and Ms Rhian Williams left the PPPAC meeting</i></p> <p>The Committee APPROVED the Welsh Language Annual Report 2020/21.</p>	
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PPPAC (21)069	PERFORMANCE – PLANNING OBJECTIVES UPDATE	
	<p>The Committee received the Improving Together (encompassing Planning Objectives 3A and 2F) report, noting that the aim of Improving Together is to implement a wide-ranging strategic improvement approach, including quality and performance, which is clear on expectations and accountability arrangements from Board to all HDdUHB teams.</p> <p>It was further noted that implementation would commence from June 2021 and rolled out across HDdUHB over the next three years. Mr Huw Thomas informed Members that this had also been discussed at the recent Quality, Safety and Experience Assurance Committee (QSEAC) and Board Seminar.</p> <p>The Committee was assured by how this would impact upon performance, and that actions are in accordance with the agreed plan.</p> <p>The Committee DISCUSSED the Improving Together report and were ASSURED that actions are in accordance with the agreed plan.</p>	

PPPAC (21)070	DISCRETIONARY CAPITAL PROGRAMME 2021/22	
	<p>Members were presented with the report on the Discretionary Capital Programme (DCP), providing detail on the 2021/22 capital programme and investments planned, together with the capital schemes governance update.</p> <p>Mr Williams highlighted the following matters:</p> <ul style="list-style-type: none"> • Confirmation has been received that the recovery of fees totalling £1.2 million for the fire enforcement work undertaken at Witybush General Hospital (WGH) would be received from WG. • The backlog of informatics and digital infrastructure and equipment, and estates and statutory infrastructure continues to provide a challenge and risk in addressing the historical backlog. • The transforming mental health risk has been escalated from amber to red following directorate discussions, which have highlighted the need to reconsider the service assumptions included in the Programme 	

	<p>Business Case (PBC), which have evolved considerably as a consequence of the management of COVID-19.</p> <p>Referring to the Cylch Caron scheme, Prof. Gammon enquired whether the risk had improved following the withdrawal of partners and whether there were any mitigations or further risks to report. In response, Mr Williams confirmed that the risk would be amended following discussion at the Capital, Estates & IM&T Sub Committee, given that the original project would be closed and a new project/risk launched. The risk concerning the ongoing requirement for continued investment to maintain the infrastructure of Tregaron Hospital remains in place.</p> <p>Members noted the report, including the red rated schemes and underlying reasons for this rating.</p>	
	<p>The Committee:</p> <ul style="list-style-type: none"> • NOTED the report on the 2021/22 Capital programme. • NOTED the schemes which are red rated and the underlying reasons for this which will be the subject of further reporting to future PPPAC meetings. 	
<p>PPPAC (21)071</p>	<p>A REGIONAL COLLABORATION FOR HEALTH (ARCH) WORK PROGRAMME</p> <p>The Committee received the A Regional Collaboration for Health report, providing an update on the activities of the 'A Regional Collaboration for Health' (ARCH) portfolio for the period April to June 2021, together with an update on the regional discussions that have taken place between HDdUHB and SBUHB.</p> <p>Mr Lee Davies explained to Members that the report provides an update concerning the current specific pieces of work ongoing throughout ARCH. Members noted that meetings are being undertaken between HDdUHB and SBUHB Chief Executives, Medical Directors, Planning Directors and the Vice Chancellor of Swansea University to discuss and confirm the key deliverables for ARCH. A further update on this would be provided at the next Committee meeting.</p> <p>Prof. Gammon enquired whether there is a clear strategic intent for Pentre Awel, and in response Mr Lee Davies confirmed that a clinical strategy had been developed and a subsequent workshop held to reinforce the previously developed proposals. Further work is currently being undertaken and HDdUHB is represented at the Carmarthenshire County Council Project Board where Pentre Awel discussions take place. Mr Lee Davies undertook to provide a further update at the next Committee meeting.</p> <p>The Committee NOTED the HDdUHB and SBUHB regional discussions and the ARCH Portfolio Summary Update.</p>	<p>LD</p> <p>LD</p>
<p>PPPAC (21)072</p>	<p>PLANNING CYCLE 2021/22 UPDATE</p> <p>The Committee received the Planning Cycle 2021/22 report, providing an update on the development of the Annual Recovery Plan and further detail</p>	

received from WG in respect of their expectations following submission of the draft report in March 2021.

Mr Lee Davies reminded Members that the submission of a three year Integrated Medium Term Plan (IMTP) to WG is a statutory obligation, however given the issues relating to and the consequence of the current COVID-19 pandemic, WG requested an Annual Plan for 2021/22, rather than an IMTP. Following discussions both internally and with the Board, HDdUHB agreed that the plan would be termed an Annual Recovery Plan for 2021/22. The final version of the plan is being considered for approval at an extra-ordinary Public Board meeting scheduled for 24/06/21, prior to submission to WG on 30/06/21. On completion of the plan and submission to WG, HDdUHB will review its planning arrangements in order to develop the planning cycle for the production of the next 3 year plan, which at present is likely to be required by WG in December 2021.

Mrs Gostling left the PPPAC meeting

Members noted the Planning Cycle 2021/22 update.

The Committee **NOTED** the current position in the development of the HDdUHB Annual Recovery Plan for 2021/22.

PPPAC
(21)073

WOMEN & CHILDREN PHASE II PROJECT

Members were presented with the Women & Children Phase II Project update report and associated risk assessment, and were reminded that the matter had been previously escalated to Board. The report provided an update following the previous update to PPPAC in April 2021, on further movement in terms of timescales, cost and risk, and also addressed the audit recommendations separately reported to the Audit & Risk Assurance Committee (ARAC).

Members noted that risks remain in place in terms of delivery, with the current anticipated completion date for the project scheduled for September 2022. The cost report reflects a recent review of the Project Risk Register and identifies that an increase in the contribution required from HDdUHB's Discretionary Capital may be required in 2022/23 - an additional £0.300m subject to agreement and confirmation. This additional cost mainly relates to additional items in the Project Risk Register to deal with latent defects in HDdUHB's buildings concerning the theatre flooring, which could potentially add a further time delay of 12-15 weeks to the project. It was noted that this cost is currently an estimated cost and may subsequently increase.

However, a review of the equipment and non-works budgets on the project is currently being undertaken and may reduce the requirement for this additional contribution.

Mrs Gostling re-joined the PPPAC meeting

Mr Williams informed Members that performance issues in respect of the contractor had been escalated to both the contractor's management team

and to WG. A meeting is scheduled for 25/06/21 to ensure that delivery timescales remain as anticipated.

Prof. Gammon expressed concern regarding the repeated slippage on timescales, given that a number of project updates to PPPAC, including the Special Care Baby Unit (SCBU), have informed Members of further delays. In response, Mr Williams advised of a lack of confidence in the contractor regarding the programme of works and that escalation measures are in place. A new Programme Manager has commenced on site, who has scrutinised work programmes to ensure that anticipated timescales will be delivered. It was noted that an update meeting is scheduled for 25/06/21 with regard to SCBU.

Referring to the costs associated with the culpable delay being borne by the contractor, Prof. Gammon sought assurance that measures are in place to ensure that quality and specifications of the work will not be compromised. In response, Mr Williams confirmed that the quality of the work would not be compromised, and assured Members that the quality of the work handed over to date is of a high standard. A member of the HDdUHB Estates Team is involved with the scheme on a full-time basis to ensure that quality is of the required standard.

Ms Murphy enquired whether health and safety representatives would be reviewing the site prior to handover, and in response, it was confirmed that health and safety and infection, prevention and control representatives would be involved in the inspection prior to handover.

Referring to page 2 of the report relating to the contractor operating for an extended period at the end of the contract without payment, Mr Maynard Davies enquired whether the meeting scheduled between the contractor and NHS Wales Shared Services Partnership (NWSSP) had taken place. In response, Mr Williams confirmed that a meeting between the contractor and the NWSSP Framework Management Team had been held and that the commitment of the contractor is being monitored.

Mr Maynard Davies referred to the recommendation "*management should report projected SCP cash flows with reconciliation to the position forecast out-turn at project reports, and associated commentary*", following the audit undertaken by NWSSP, and requested that a copy of the cost advisor report be provided to Members prior to the recommendation being closed. Mr Williams confirmed that he had not had sight of the report to date, however undertook to share this with Members once available.

PW

Prof. Gammon was encouraged by the progress made to date relating to the audit recommendations, and whilst understanding that some timescales are beyond the control of HDdUHB, requested that these timescales be included within the next update to the Committee in order to demonstrate the progress made.

PW

	<p>Prof. Gammon expressed gratitude to Mr Williams for the detailed update, however given the concerns that remain in place, it was agreed to escalate these concerns and risks to the Board via the PPPAC update report.</p>	<p>CW</p>
	<p>Mr Lee Davies confirmed that the scheme would form part of the capital projects and capital governance review and would be reported to ARAC in October 2021. It was agreed for Mr Lee Davies and Mr Williams to discuss a suitable timescale for a further Women & Children update to be provided to Committee.</p>	<p>LD/PW</p>
	<p>The Committee NOTED the content of the project update including:</p> <ul style="list-style-type: none"> • The scheme completion timescale including a project delay of approximately six months associated with the impact of COVID-19 and social distancing restrictions. • The fact that risks remain to scheme delivery with nearly 15 months of construction and commissioning still to be managed. • ENDORSED the potential additional commitment of £0.300m that may be required from the Discretionary Capital Programme in 2022/23. • The management action update against the audit recommendations. 	

<p>PPPAC (21)074</p>	<p>PLANNING – PLANNING OBJECTIVES UPDATE</p> <p>The Committee received the Planning – Planning Objectives update report, noting that during the Summer of 2020, the Chief Executive led a piece of work to take stock of the decisions made by the Board during the previous three years, the progress made to date in achieving HDdUHB’s strategic vision, and the learning from the first wave of the COVID-19 pandemic. From this, the Board agreed a refreshed set of Strategic Objectives that set out the aims of the organisation, the horizon it is driving towards over the longer term, as well as a set of specific, measurable Planning Objectives, which moves the organisation towards that horizon over the next three years.</p> <p>Members noted that in developing the Planning Objectives, all outstanding decisions and commitments by the Board have been reviewed and a clear audit trail established to demonstrate how outstanding commitments are reflected in the new objectives. The organisational objectives and commitments were subsequently reviewed and themed. Following Board ratification, Executive Directors and their teams have developed detailed delivery plans for each of the Planning Objectives. The Planning Team continues to engage with operational teams in regard to these detailed plans as part of a new approach towards planning. In this new approach, the development and implementation of Planning Objectives is a continuous process, informing the Health Board’s planning cycle.</p> <p>Mr Lee Davies informed Members that four Planning Objectives sit within the portfolio of the Director of Strategic Development and Operational Planning; three relating to the PBC development and one relating to decarbonisation. It was noted that substantial work is being undertaken on these, with task and finish groups having been established.</p>	
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	Members noted the update and welcomed further updates in the future relating to the decarbonisation work being undertaken to ensure all HDdUHB services are aligned with the NHS Wales strategy to reduce carbon by a minimum of 34% by 2030, together with the establishment of Green Health initiatives across the HDdUHB estate.	
	The Committee NOTED the current position in the development of the Planning Objectives under the Executive Leadership of the Director of Strategic Development and Operational Planning.	

PPPAC (21)075	A HEALTHIER MID & WEST WALES PROGRAMME BUSINESS CASE	
	<p>The Committee received the A Healthier Mid & West Wales Programme Business Case (PBC) presentation and Mr Williams highlighted the following:</p> <ul style="list-style-type: none"> • The timescale for the completion of the Full Business Cases (FBC) remains as March 2024. • Land identification engagement with the public has been undertaken and seven nominations have been received which will be evaluated against hurdle criteria, with a report subsequently presented to Executive Team regarding the shortlisting process which will be undertaken via an appraisal team together with public involvement. • The PBC timescales remain challenging and it is anticipated that there may be a delay with the PBC submission to Board scheduled for September 2021. • The public engagement process concluded on 21/06/21, with a good level of engagement noted. <p>Mr Huw Thomas emphasised that the potential delay to the September 2021 deadline for the PBC submission to Board is as a consequence of the activity modelling delay resulting in some technical challenges which require addressing. Mr Williams added that timescales are extremely tight and it is difficult to assess how real the risk is.</p> <p>Prof. Gammon enquired whether the presumption is to remain working to the September 2021 deadline, and in response, Mr Lee Davies confirmed that although the modelling has created a delay, the September 2021 deadline is still being worked towards, although this currently remains high risk.</p>	
	The Committee NOTED the Programme Business Case update in respect of A Healthier Mid & West Wales.	

PPPAC (21)076	DELIVERY PLAN – VACCINATION PROGRAMME FOR PREVENTION & RESPONSE PLAN	
	Members were presented with the updated West Wales Prevention & Response Plan in order to gain assurance from the collaborative and collective response set out in the plan, together with the governance and oversight structures, from local through to national, and the key prevention and control measures.	

	<p>Mrs Ros Jervis informed Members that the plan has been developed from an extraordinary partnership between public and third sector organisations across the region, and regularly updated based on learning and changes to the epidemiological picture across the UK, Wales and West Wales.</p> <p>Members were informed that the Annual Recovery Plan 2021/22, includes three relevant planning objectives relating to vaccination and testing which are led by Mrs Jervis and Ms Shakeshaft. It was noted that the milestone three requirement for all adults aged over 18 years to receive a COVID-19 vaccination is on track, with the next key milestone for phase three involving the administering of a booster vaccination. Mrs Jervis added that Health Boards have also been requested to plan for providing both doses of the vaccinations to 12 – 17 year olds.</p> <p>Mrs Jervis warmly acknowledged the significant support provided by Dr Daniel Warm, Strategic Planning Manager in developing the West Wales Prevention & Response Plan.</p> <p>Members received assurance on the work being undertaken and Prof. Gammon thanked Mrs Jervis, Ms Shakeshaft and the teams involved for the work undertaken to date, recognising the ever-changing operational challenges presented.</p> <p>The Committee gained ASSURANCE from the updated West Wales Prevention & Response Plan (June 2021), specifically those areas of the plan relevant to the delivery of planning objectives within the Annual Recovery Plan 2021/22.</p>	
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<p>PPPAC (21)077</p>	<p>CORPORATE RISKS ALLOCATED TO PPPAC</p> <p>The Committee received the Corporate Risks Allocated to PPPAC report, noting there are eight corporate risks aligned to PPPAC, consisting of two new risks, two de-escalated/closed risks, two reductions in risk scores and four with no changes in risk score. Mrs Joanne Wilson emphasised that the two new risks (<i>1048 – risk to the delivery of planned care services set out in the Annual Recovery Plan 2021/22, and 1030 – reputational risk if the Health Board is perceived to not deliver the mass vaccination programme</i>) have been incorporated into previous discussions during the meeting.</p> <p>Referring to risk 371 – <i>inability to meet WG target for clinical coding and decision-making will be based on inaccurate/incomplete information</i>, Mr Huw Thomas informed Members that the Executive Team had agreed to de-escalate this risk to directorate level given that funding for new clinical coders has been agreed, with trainees now in post.</p> <p>Prof. Gammon enquired why risk 1030 – <i>reputational risk if the Health Board is perceived to not deliver the mass vaccination programme</i>, is a corporate risk, considering targets have been met. In response, Mrs Wilson confirmed that the risk had been added to the risk register in December 2020 and would be assessed by the Executive Team at the next risk register meeting. Mrs Jervis added that although delivery of the programme is on track, the availability of vaccination supplies remains a risk.</p>	
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	<p>The Committee gained ASSURANCE that:</p> <ul style="list-style-type: none"> • All identified controls are in place and working effectively. • All planned actions will be implemented within stated timescales and will reduce the risk further and/or mitigate the impact, if the risk materialises, and • challenged where assurances were inadequate. <p>The Committee gained ASSURANCE from the Corporate Risks Allocated to PPPAC report.</p>	
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PPPAC (21)078	OPERATIONAL RISKS ALLOCATED TO PPPAC	
	<p>The Committee received the Operational Risk Report, noting there are currently eight directorate level risks and 30 service level risks allocated to Planning, Performance and Workforce & OD as at 7th June 2021.</p> <p>Members noted that with regard to <i>risk 245 – inadequate facilities to store patient records and investment in electronic solution for sustainable solution</i>, this remains an extreme risk in terms of medical records storage, and that a Planning Objective is being developed to address it.</p>	
	<p>The Committee:</p> <ul style="list-style-type: none"> • REVIEWED and SCRUTINISED the risks that have been included to seek assurance that all relevant controls and mitigating actions are in place. • DISCUSSED whether the planned actions would be implemented within stated timescales and would reduce the risk further and/or mitigate the impact if the risk materialises. • Gained ASSURANCE from the Operational Risks Allocated to PPPAC report. 	

PPPAC (21)079	CAPITAL ESTATES & IM&T SUB-COMMITTEE UPDATE REPORT	
	<p>The Committee received the Capital, Estates and IM&T Sub-Committee (CE&IM&TSC) update report following the meeting held on 4th June 2021, which included the capital projects reporting a high risk, discussed as part of agenda items (PPPAC(21)070) Discretionary Capital Programme 2021/22 and PPPAC(21)073 Women & Children Phase II Project.</p>	
	<p>The Committee NOTED the Capital, Estates and IM&T Sub-Committee update report.</p>	

PPPAC (21)080	ISOLATION FACILITIES REVIEW UPDATE	
	<p>The Committee received a verbal update on the isolation facilities review undertaken following concerns raised at PPPAC on 25/02/21 on the non-compliance against requirements.</p> <p>Members noted that a new member of staff had been recruited to the Infection, Prevention & Control (IP&C) team who would lead on the work required, and that an update report would be presented to QSEAC in the first instance prior to being presented to the successor to PPPAC with a focus on the capital requirements.</p>	
	<p>The Committee NOTED the Isolation Facilities Review verbal update report.</p>	

PPPAC (21)081	INFORMATION GOVERNANCE SUB COMMITTEE UPDATE REPORT AND ANNUAL REPORT (2020/21)	
	<p>The Committee received the Information Governance Sub-Committee (IGSC) update report from its meeting held on 15th June 2021 which was noted, together with the IGSC Annual Report (2020/21) for ratification. Mr Huw Thomas informed Members that whilst he had not attended IGSC meetings of late due to his increased portfolio, he would be attending the meetings moving forward. The following matters were highlighted:</p> <ul style="list-style-type: none"> • The number of data protection impact assessments have increased and are an area of concern. • There are nine asset registers in place, which will be an area of focus for the forthcoming year. • A newly appointed Cyber Security specialist has commenced in post, and work has progressed since his appointment in May 2021. • Clinical coding remains a concern, which is a Wales and UK wide issue. External support is being sought to address the backlog issues. <p>Referring to the General Data Protection Regulation (GDPR) compliance data contained within the Annual Report, Prof. Gammon understood that HDdUHB is required to comply with all standards for the regulations and enquired whether there are any potential financial consequences for non-compliance. In response, Mr Huw Thomas confirmed that discussions are being undertaken with the Information Commissioner as this matter is a concern for a number of Health Boards, however Mr Thomas remained confident that an improvement in compliance would be demonstrated.</p> <p>Members approved the IGSC Annual Report (2020/21) recognising the substantial work undertaken during 2020/21.</p>	
	The Committee NOTED the Information Governance Sub-Committee (IGSC) update report and APPROVED the IGSC Annual Report 2020/21.	
PPPAC (21)082	CORPORATE & EMPLOYMENT POLICIES	
	<p>Members were presented with, and approved, the following documents:</p> <ul style="list-style-type: none"> • Employment Policies Update Report – requesting consideration and approval of the extensions to review dates of the employment policies identified; • Starting Salaries Policy. 	
	<p>The Committee APPROVED the:</p> <ul style="list-style-type: none"> • Extension to review dates of the policies. • Starting Salaries Policy. 	
PPPAC (21)083	OUTCOME OF ADVISORY APPOINTMENTS COMMITTEE	
	<p>The Committee received the Advisory Appointments Committee (AAC) report, providing an update on the outcome of the AACs held between 7th April and 1st June 2021, and approved the appointments on behalf of the Board.</p>	
	The Committee APPROVED the outcome of the AAC appointments held between 7 th April and 1 st June 2021 on behalf of the Board.	

PPPAC (21)084	MAJOR INCIDENT PLAN	
	Members were presented with the Major Incident Plan report, noting that HDdUHB has a Major Incident Plan (MIP), which is reviewed via the Emergency Planning Group and ratified by the Board on an annual basis.	
	However, during the COVID-19 pandemic, it had been agreed for the annual review of the MIP to be postponed, and a series of addendums produced identifying any necessary changes to the MIP to comply with COVID-19 measures.	
	A set of addendums have been produced, detailing changes to the front of house model to accommodate Green (non-COVID-19) and Red (COVID-19) pathways to ensure the safety of both staff and patients and also to maintain effective patient pathways.	
	Each of the acute sites expected to treat casualties during a major incident (Bronglais General Hospital, Withybush General Hospital & Glangwili General Hospital) have developed an addendum detailing changes within their Emergency Departments, a copy of which was presented to Committee.	
Mrs Jervis informed Members that a Planning Objective associated with emergency planning and response arrangements has also been developed.		
	The Committee received ASSURANCE on the arrangements in place to support a major incident response.	
PPPAC (21)085	PPPAC WORKPLAN 2021/22	
	The PPPAC work plan for 2021/22 was received for information.	
	The Committee NOTED the PPPAC workplan for 2021/22.	
PPPAC (21)086	ANY OTHER BUSINESS	
	No other business was raised.	
PPPAC (21)087	REFLECTIVE SUMMARY OF THE MEETING	
	It was agreed that the Women & Children Phase II scheme would be escalated to Board.	
	Recognising that this represented the final PPPAC meeting, Prof. Gammon expressed his gratitude to Mrs Gostling and Mr Huw Thomas in terms of their Executive leadership, to Mrs Claire Williams for her diligence and support provided to him and the Committee, and to Mrs Wilson for guiding the Committee and maintaining appropriate standards.	
Mrs Wilson warmly thanked Prof. Gammon for his leadership since the establishment of PPPAC.		
PPPAC (21)088	DATE AND TIME OF NEXT MEETING	
	Thursday, 26 th August 2021 at 9.30 a.m. – 12.30 p.m. - Boardroom, Ystwyth Building, Hafan Derwen, St David's Park, Carmarthen	

TABLE OF ACTIONS

People, Planning & Performance Assurance Committee (PPPAC) meeting held on 24th June 2021

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
PPPAC(21)063	Workforce & OD Planning Objectives Update	LG	09/07/21	Complete
	<ul style="list-style-type: none"> To circulate an updated version of Planning Objective 2D, Clinical Education Plan, to Members. 			Further discussions will be undertaken to consider the inclusion of “digital leadership” within the relevant planning objective.
PPPAC(21)063	<ul style="list-style-type: none"> To discuss with Mr Huw Thomas the option of including “digital leadership” within Planning Objective 2H, Talent, Succession Planning & Leadership. 	LG	12/08/21	Further discussions will be undertaken to consider the inclusion of “digital leadership” within the relevant planning objective.
				Complete
PPPAC(21)064	IPAR	HT	12/08/21	Complete
	<ul style="list-style-type: none"> To explore the feasibility of accessing the data via hyperlinks within the newly developed IPAR. 			
PPPAC(21)068	WELSH LANGUAGE ANNUAL REPORT	EW	12/08/21	Data has been requested from Betsi Cadwaladr UHB and will be shared with the Strategic Development & Operational Delivery Committee (SDODC) upon receipt.
	<ul style="list-style-type: none"> To obtain comparative data from Betsi Cadwaladr UHB in terms of the number of Welsh speaking staff within the Health Board and within the general population. 			
PPPAC(21)071	ARCH WORK PROGRAMME	LD	12/08/2021	Complete: ARCH Update included on agenda for August
	<ul style="list-style-type: none"> To provide an update on key deliverables for ARCH at the August 2021 Strategic Development & Operational Delivery Committee following the forthcoming meeting between HDdUHB and SBUHB Chief Executives, Medical Directors, Planning Directors and the Vice Chancellor of Swansea University. 			

	<ul style="list-style-type: none"> To provide an update on Pentre Awel at the August 2021 Strategic Development & Operational Delivery Committee meeting. 	LD	12/08/2021	Complete: Pentre Awel Update included on agenda for August
PPPAC(21)073	WOMEN & CHILDREN PHASE II PROJECT			
	<ul style="list-style-type: none"> To circulate a copy of the cost advisor report to Members, prepared as part of the audit, prior to the audit recommendation being closed. 	PW	12/08/21	Complete
	<ul style="list-style-type: none"> To include timescales within the next update to the Committee in order to demonstrate the progress made. 	PW	To be confirmed	Forward planned on SDODC workplan
	<ul style="list-style-type: none"> To escalate PPPAC's concerns and risks in regard to the Women & Children Phase II Project to the Board via the PPPAC update report. 	CW	15/07/21	Complete
	<ul style="list-style-type: none"> To discuss an appropriate timescale for a further Women & Children Phase II Project update to be provided to the Committee. 	LD/ PW	12/08/21	Complete (October 2021)

CW – Claire Williams

EW – Enfys Williams

JG – John Gammon

LD – Lee Davies

LG – Lisa Gostling

PW – Paul Williams