

**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:	27 th April 2021 at 9.30 a.m.
Venue:	Board Room, Ystwyth Building, Hafan Derwen, St David's Park, Carmarthen, SA31 3BB

Present:	<p>Professor John Gammon, Independent Member (PPPAC Chair)</p> <p>Mr Owen Burt, Independent Member (VC)</p> <p>Mr Maynard Davies, Independent Member (VC)</p> <p>Ms Ann Murphy, Independent Member (VC)</p> <p>Ms Anna Lewis, Independent Member (VC) (part)</p>
In Attendance	<p>Mrs Lisa Gostling, Director of Workforce & OD (Joint PPPAC Executive Lead)</p> <p>Mr Huw Thomas, Director of Finance (Joint PPPAC Executive Lead) (VC) (part)</p> <p>Mr Lee Davies, Director of Strategic Development & Operational Planning (Joint PPPAC Executive Lead)</p> <p>Mr Andrew Carruthers, Director of Operations (VC) (part)</p> <p>Mrs Ros Jervis, Director of Public Health (VC)</p> <p>Mrs Joanne Wilson, Board Secretary (part)</p> <p>Mr Paul Williams, Assistant Director of Strategic Planning (VC) (part)</p> <p>Mr Rob Elliott, Director of Estates, Facilities and Capital Management (VC) (part)</p> <p>Mrs Enfys Williams, Welsh Language Services Manager (VC) (part)</p> <p>Mr Siôn Charles, Head of ARCH Strategy & Service Planning (VC) (part)</p> <p>Mr John Evans, Assistant Director (Medical Directorate) (deputising for Dr Philip Kloer) (VC) (part)</p> <p>Mr Phil Jones, Audit Wales (VC) (part)</p> <p>Mr Sam Dentten, Hywel Dda Community Health Council (VC)</p> <p>Mrs Claire Williams, Committee Services Officer (Secretariat)</p> <p>Miss Hannah Gostling, Administrative Assistant (observing)</p>

Agenda Item		Action
PPPAC (21)27	<p>INTRODUCTIONS AND APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Dr Philip Kloer, Medical Director/Deputy Chief Executive, and Ms Alison Shakeshaft, Director of Therapies and Health Science. Professor John Gammon extended a warm welcome to Mr Lee Davies to his first PPPAC meeting, and to Miss Hannah Gostling and Mr Siôn Charles.</p> <p>Recognising that this would be Mr Owen Burt's final PPPAC meeting, Prof. Gammon expressed his gratitude for the contribution made during Mr Burt's terms of office, in particular his attention to detail on the areas of responsibility ascribed to him.</p> <p>Prof. Gammon informed Members that he had been requested to approve a minor amendment to the All Wales Special Leave Employment Policy under Chair's Action.</p>	

PPPAC (21)28	DECLARATIONS OF INTEREST Prof. Gammon declared an interest in agenda item 2.2 Nursing Climate Survey, advising that he had been involved in the development of the report and would therefore not take part in any debate relating to this matter.	
PPPAC (21)29	MINUTES OF THE PREVIOUS MEETING HELD ON 25TH FEBRUARY 2021 RESOLVED – that the minutes of the PPPAC meeting held on 25 th February 2021 be APPROVED as an accurate record of proceedings, however Ms Ann Murphy queried her attendance being recorded as “part” having attended the whole of the meeting. Mrs Williams undertook to check the attendance report within MS Teams, and amend if appropriate. Post Meeting Note: it was confirmed that Ms Murphy had joined the meeting late and therefore the minutes would not be amended.	
PPPAC (21)30	TABLE OF ACTIONS AND MATTERS ARISING FROM MEETING HELD ON 25TH FEBRUARY 2021 An update was provided on the Table of Actions from the meeting held on 25 th February 2021 and confirmation received that all outstanding actions had been progressed.	
PPPAC (21)31	SELF-ASSESSMENT OF COMMITTEE EFFECTIVENESS - OUTCOME Members were presented with the Outcome of PPPAC Self-Assessment of Committee Effectiveness 2020/21 report, identifying the outcomes from the annual self-assessment exercise, with six completed questionnaires having been returned. Mrs Joanne Wilson informed Members that the responses would be discussed with Prof. Gammon, Mrs Lisa Gostling and Mr Lee Davies in regard to any areas of improvement, ensuring that any changes to the governance structure of PPPAC are taken forward. Prof. Gammon welcomed the informative and helpful responses received from Members and confirmed that these would be used to continuously improve the effectiveness of the Committee and the synergy between PPPAC and other Committees. It was noted that the report had been shared with the Workforce & OD Team to ensure that comments are aligned with future reporting. The Committee DISCUSSED the response from the PPPAC self-assessment exercise 2020/21 and CONSIDERED any further improvements that could be made to improve the Committee’s effectiveness.	
PPPAC (21)32	PPPAC ANNUAL REPORT TO BOARD 2020/21 Members were presented with the draft PPPAC Annual Report 2020/21, outlining how the Committee has complied with key responsibilities set through its terms of reference and identifying areas of work intended to	

	<p>provide further assurance that the Committee's terms of reference are adequately discharged.</p>	
	<p>The Committee endorsed the PPPAC Annual Report to Board 2020/21.</p>	
	<p>The Committee RECEIVED and AGREED the PPPAC Annual Report to Board (2020/21).</p>	

<p>PPPAC (21)33</p>	<p>WORKFORCE & ORGANISATIONAL DEVELOPMENT UPDATE</p>	
	<p>The Committee received a Workforce and Organisational Development (OD) update report relating to the planning objectives agreed for Workforce & OD to lead on, as part of the Annual Plan for 2021/22. Mrs Gostling referred to Appendix A within the report, an example of a plan on a page, detailing the project scope, key phases, project governance, risks, outcomes, etc. It is anticipated that the People Sub Committee, once established, would performance manage progress against each objective. Members noted that the implementation of the plan to roll out OD Relationship Managers (RMs) to each directorate within HDdUHB is progressing and that the 2021 apprenticeship scheme assessments have been undertaken, whereby 40 individuals would be appointed from over 600 applicants. Enquiries have also been undertaken with the Finance Department to establish whether the apprenticeship cohort could be extended, as the scheme had not been undertaken in 2020 due to the COVID-19 pandemic.</p> <p>Referring to planning objective 1F within the report, Mr Maynard Davies sought clarification on whether the objective would be completed by July 2021 or whether this timescale solely referred to the development of a plan for implementation. In response, Mrs Gostling confirmed that the development of a plan would be undertaken by this timescale with full implementation by December 2021.</p> <p>Referring to planning objective 1G, Prof. Gammon enquired whether the role of the RMs would be similar to a business partner role. In response, Mrs Gostling confirmed that the role of a traditional business partner supports issues such as finance, sickness absence, etc. and the RMs would differ from the business partner role as these would be involved in aspects such as engagement with trade unions, exit interviews, providing people management support to managers, etc. It was noted that dependent upon the recruitment process for the RMs, the target date of April 2021 may be slightly delayed. Prof. Gammon welcomed the development and implementation of RMs across directorates and looked forward to receiving updates in regard to timescales and progress.</p> <p>Referring to the plan on a page in the appendix, Prof. Gammon enquired whether something similar would be undertaken for each objective. In response, Mrs Gostling confirmed that a plan on a page had been developed for each objective.</p>	

	Prof. Gammon commended the report and welcomed updates in the future relating to timescales and plans for each of the objectives to gain assurance that the targets and objectives are on track.	LG
	The Committee NOTED the Workforce & OD update report.	

PPPAC (21)34	NURSING CLIMATE SURVEY	
	<p>Members were presented with the Your Wellbeing Matters: Nursing and Midwifery Study 2020 on Workplace Wellbeing and Environment report, identifying the findings of an independent online survey of nursing staff in HDdUHB conducted over a six-week period during January and February 2020. It was noted that the study had been commissioned to enable HDdUHB to have a better understanding of the wellbeing and work-related attitudes and experiences of currently employed nursing staff and the ways in which these may change over time. It was further noted that the study derived from a comprehensive online survey that had been previously tested and validated by international studies of Australian nurses and midwives, and contextualised to reflect the working lives of nursing staff in Wales. Mrs Gostling advised that it is planned to repeat the survey on a further two occasions, the timescale of which would be agreed by the overarching Project Steering Group (PSG). The PSG would continue to meet quarterly to ensure succession progression of the study and the workplace and wellbeing actions arising from it. Members noted that the findings of the survey report had been presented to the Senior Nursing Forum, and that the Director of Nursing, Quality & Patient Experience would chair a working group to consider the recommendations, actions in progress and further actions required as the study progresses.</p> <p><i>Mr Phil Jones joined the PPPAC meeting</i></p> <p>Mr Burt expressed concern at some of the specific comments made by nursing staff and enquired whether these could be addressed with those making the comments. In response, Mrs Gostling advised that the survey had been anonymous and gave assurance that feedback would be provided across the workforce.</p> <p>Referring to the statement on page 2 of the covering report “<i>Engagement of nursing staff is increasingly undermined by high levels of workload, bureaucracy and burnout in workplace environments that are perceived as being under resourced</i>”, Mr Maynard Davies enquired as to the current number of nursing vacancies and how many areas are under resourced. In response, Mrs Gostling confirmed the current nursing vacancy level deficit is circa 280 WTE, which has been further stretched due to the need to introduce red and green pathways meaning the establishment within some areas, e.g. Accident & Emergency Departments, has doubled. However, the Nurse Staffing Levels (Wales) Act would include bank and agency staff in addition to employed registrants, and as reported to PPPAC in February 2021, the deficit was 34 WTE. Members noted that the Director of Nursing, Quality & Patient Assurance is undertaking work in regard to “team around the nurse”, considering the utilisation of administrators and enhanced hotel services role</p>	

	<p>to support patients and the flow of services to ease the workload of registrants.</p> <p>Ms Anna Lewis welcomed the report, highlighting the vital work and engagement undertaken and the evidence of academic partnership collaboration in conducting crucial research.</p> <p>The Committee noted the content of the report and endorsed the recommendations for action.</p> <p><i>Mr Huw Thomas left the PPPAC meeting</i></p>	
	<p>The Committee NOTED the content of the Nursing Climate Survey report and ENDORSED the recommendations for action and the arrangements being put in place for these to be taken forward.</p>	

<p>PPPAC (21)35</p>	<p>OUTCOMES OF NHS WALES STAFF SURVEY</p> <p>Members were presented with the outcomes from the staff survey undertaken throughout November 2020, noting the change of focus from previous national staff surveys, with more emphasis upon staff experience and reduced quantitative measures, with the number of questions significantly reduced from 91 to 21 to encourage increased completion. It was noted that 1,759 surveys had been completed across HDdUHB, which represented a decrease from the number completed in 2018. Significant results which had decreased compared to the results of the 2018 survey, included “<i>my line manager takes a positive interest in my health and wellbeing</i>” decreased by 7% and “<i>team members take time out to reflect and learn</i>” which decreased by 6%. Members noted that the Black Asian and Minority Ethnic Staff (BAME) Group results had been extremely positive and would be discussed with the BAME Advisory Group and an action plan developed. Members further noted that the report would be submitted to the Staff Partnership Forum/County Forums for discussion regarding the results and to build upon organisational actions to develop enhanced staff experiences for HDdUHB.</p> <p>Referring to similarities in responses from both the Nursing Climate Survey and Outcomes of NHS Wales Staff Survey, Prof. Gammon emphasised the importance of demonstrating to the workforce that findings and actions have been addressed. The partnership working involved with both surveys and the development of holistic strategies for staff wellbeing were acknowledged.</p> <p>Members noted and endorsed the report and requested that an implementation/action plan for both surveys be presented to PPPAC in the future for scrutiny purposes. It was agreed to escalate through the PPPAC Update to Board report the imperativeness and importance of staff wellbeing.</p> <p>The Committee NOTED and endorsed the Staff Survey 2020 report.</p>	<p>LG</p> <p>CW</p>
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<p>PPPAC</p>	<p>SPECIALITY AND ASSOCIATE SPECIALIST CONTRACT REFORM</p>	
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The Committee was presented with the Speciality & Associate Specialist (SAS) Contract Reform report, following the agreement to enter joint negotiations with counterparts in England and Northern Ireland on the development of new Speciality Doctor and Senior SAS Doctor Contracts.

Mrs Gostling advised that this represented an exciting opportunity for the future medical workforce, whereby long standing consultant vacancies which have been difficult to recruit to could be resolved by utilising medical practitioners.

Prof. Gammon welcomed the report, suggesting this represents a good example of where the scope of practice and the re-designing of medical roles can be demonstrated.

Referring to the final sentence on page 1 of the report, *increased on-call supplements in line with the model utilised by Consultants in England*, Mr Maynard Davies enquired whether any negative feedback from consultants could be anticipated. In response, Mrs Gostling confirmed that the change is in line with the SAS Doctors Charter and is welcomed by the medical workforce for a work life balance.

Mr Thomas re-joined the PPPAC meeting

In response to a query regarding the number of doctors within HDdUHB on local contracts, Mrs Gostling undertook to acquire the information and to forward on to Mr Maynard Davies.

Mr Sam Dentten advised that the Community Health Council is often contacted by those who are suffering from rare conditions raising access issues to specialist care and treatment when compared to other parts of Wales and the UK. Mrs Gostling responded that the reform is not intended to demote doctors' skills; rather it will enhance skills for speciality roles and support those who wish to become consultants. Prof. Gammon emphasised the importance of ensuring the public's perception of these roles is understood and is about having the right people for the right care at the right time.

Noting reference within the report to an All Wales meeting scheduled for 24th March 2021 to discuss implementation, Mr Maynard Davies enquired whether any feedback had been received. In response, Mrs Gostling confirmed that the contract had been agreed with the framework documents currently in the final stages. Mrs Gostling undertook to ascertain whether there is any further update and to provide this information to Mr Maynard Davies.

Prof. Gammon enquired how the number of speciality doctors within HDdUHB compares to other Health Boards, and again Mrs Gostling undertook to obtain and feedback this information.

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	<p>In response to how the Health Board will manage the strategic approach and next steps in order to maximise opportunities, Mrs Gostling informed Members that Dr Philip Kloer, Medical Director/Deputy Chief Executive, would chair a project group to oversee consistency, implementation of progress and the funding aspects of the contract.</p> <p>Prof. Gammon welcomed the report and requested an update be provided to PPPAC in the future in regard to the operational implementation, career opportunities and the impact upon the quality of care provided to the population of HDdUHB.</p>	<p>LG</p>
	<p>The Committee NOTED the development of new Speciality Doctor and Senior SAS Doctor Contracts and how this would be enacted within HDdUHB.</p>	

<p>PPPAC (21)37</p>	<p>INTEGRATED PERFORMANCE ASSURANCE REPORT</p> <p>Members were presented with the Integrated Performance Assurance Report (IPAR) for Month 12 (2020/21), incorporating COVID-19 elements and focusing primarily on HDdUHB’s key delivery areas.</p> <p>Mr Thomas highlighted the following:</p> <ul style="list-style-type: none"> • There is a growing demand for neurodevelopment assessments. • Service pressures across HDdUHB have affected the number of job plan reviews being undertaken. • Service pressures and COVID-19 related challenges have affected the ability of line managers to find adequate time to complete the annual performance appraisal and development review (PADR) with staff, therefore highlighting a concern in terms of compliance. • The transition of migrating the performance report to use statistical process control (SPC) charts and Mr Thomas undertook to re-circulate guidance to Members. <p>Referring to the statement within a number of charts relating to targets being failed or missed due to “<i>without a system change</i>”, Mr Maynard Davies enquired how these changes could be initiated. Mr Thomas responded that these changes have not yet been initiated due to the pandemic and associated challenges, and anticipated that some of the system changes would be addressed once HDdUHB entered the recovery phase.</p> <p>Referring to the data within the report relating to the performance variation between 11% and 61% for stroke patients receiving speech and language therapy (SALT), Mr Maynard Davies enquired as to the actions being undertaken to improve targets. Whilst recognising the impact upon services due to the pandemic, Mr Thomas agreed that this was not a satisfactory position and undertook to discuss the matter further with the Therapies team.</p> <p><i>Mr John Evans joined the PPPAC meeting</i></p> <p>Mr Maynard Davies enquired as to the final Month 12 financial deficit position and Mr Thomas confirmed that this was £24.1 million, which was</p>	<p>HT</p> <p>HT</p>
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within the £25m target. In terms of capital, the overall position was slightly under the resource limit.

Mr Burt welcomed the SPC charts to better support the understanding of data and with reference to the cancer data on page 10 of the IPAR, enquired as to the progress made in regard to the escalation of concerns in respect of tertiary centre capacity and associated delays. In response, Mr Thomas confirmed that HDdUHB is actively working with Swansea Bay University Health Board (SBUHB) and that commissioning discussions are being undertaken. Referring to assurance provided at previous meetings in regard to improved cancer services, Prof. Gammon expressed concern that in February 2021, 66% of patients on the single cancer pathway had been treated within 62 days of the point of suspicion, a slight decrease of 2% from the previous month. Mr Thomas confirmed that the impact on waits had not significantly changed and provided assurance that substantial work is being undertaken between HDdUHB and SBUHB.

Prof. Gammon enquired when recovery concerning the referral to treatment times targets could be anticipated, and in response, Mr Thomas confirmed that a plan had been submitted to WG w/c 26/04/21 for £14m to increase capacity for planned care.

Referring to HDdUHB being ranked one of the lowest Health Boards in Wales in regard to the percentage of children and young people waiting less than 26 weeks to start an ADHD or ASD neurodevelopment assessment, Prof. Gammon queried what is being undertaken to improve specialist services. Mr Thomas responded that the Director of Operations and the Mental Health Team are undertaking ongoing discussions. Any changes in regard to planning would be included in the revised HDdUHB Annual Plan, due to be submitted at the end of June 2021.

Prof. Gammon referred to the previously improving trajectory regarding job planning reviews and enquired as to the reason for the significant decrease. Mr John Evans informed Members that targets have been agreed with all General Managers and Clinical Leads to reach 70% compliance by the end of September 2021, 90% by the end of December 2021 and 100% by the end of March 2022. There is a commitment to ensure that all job plans are included on the Allocate management software by 31st December 2021 and a process will be agreed via the Audit and Risk Assurance Committee to ensure all job planning reviews are completed over the next 24 months.

In terms of the COVID-19 vaccination programme, the work undertaken by Mrs Ros Jervis and her team was commended, recognising that as at 14th April 2021, a total of 205,413 people had received at least one dose of the vaccination. Prof. Gammon enquired as to the plans in place to ensure that priority groups are targeted, and in response, Mrs Jervis confirmed there had been a substantial uptake across most priority groups, with a slight anomaly seen in priority group 7 (those aged 60 to 64 years), however a lower uptake is anticipated as HDdUHB goes through the priority group cohorts. Members were pleased to note that 68% of the HDdUHB adult

	<p>population have received at least one dose of the vaccination and the milestone for completing the adult population is 31st July 2021.</p> <p>In summary, the Committee considered the IPAR for Month 12 (2020/21), welcoming updates at future meetings regarding planned recovery, improvements in performance and care provided to patients.</p> <p>Mrs Wilson reminded Executive Directors to ensure that appropriate officers attend future PPPAC meetings to address issues in their areas.</p> <p>The Committee CONSIDERED the IPAR for Month 12 (2020/21).</p>	
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PPPAC (21)38	QUARTERLY ANNUAL PLAN MONITORING RETURN (Q4 2020/21)	
	<p>The Committee received the Quarterly Annual Plan Monitoring Return (Q4 2020/21), providing an update on the actions from the 2020/21 Q4 plan.</p> <p>It was noted that as HDdUHB progresses into recovery in 2021/22, the Board Assurance Framework would be realigned to new strategic objectives and the delivery of the planning objectives outlined within the Annual Plan. This would provide the mechanism to ensure that planning objectives remain on target, can be monitored and reported to the appropriate Committee of the Board. In turn, this will be supported by the development of a dashboard to take account of planning actions, associated risks and 'performance dials'.</p> <p>The Committee NOTED the Quarterly Annual Plan Monitoring Return (Q4 2020/21) and were ASSURED by the current position regarding the delivery of the Quarter 4 2020/21 plan.</p>	

PPPAC (21)39	WELSH LANGUAGE STANDARDS UPDATE	
	<p><i>Mrs Enfys Williams joined the PPPAC meeting</i></p> <p>Members were presented with the Update on Compliance with the Welsh Language Standards (No. 7) 2018 Regulations report, focusing on progress made since the previous report presented to PPPAC in December 2020.</p> <p>Mrs Enfys Williams reminded Members that this report is being presented following the Welsh Language Service Team's attendance at the December 2020 PPPAC meeting, where it was requested that the following be implemented prior to the April 2021 PPPAC meeting:</p> <ul style="list-style-type: none"> - Welsh Language Services Team to roll out a standardised Welsh Language Standards Compliance Assessment Tool to all directorates in the New Year. - Directorates to allocate a senior member to co-ordinate a directorate self-assessment using the Tool and to submit to the Welsh Language Service Team by April 2021. <p>Following the distribution of the assessment tool to directorates, only 60% of responses were received due to the second wave of the pandemic, however it is anticipated that outstanding responses would be received by the end of June 2021.</p>	

In terms of the responses received, it was noted that some directorates require some improvement, however as a whole, HDdUHB has made good progress in regard to a number of standards, e.g. drafting a policy to consider and address potential impacts in the Welsh language in regard to the provision of primary care services, and the launching of the Bilingual Skills Policy. In addition, an on-line self-study Welsh course, launched in November 2020, has been made available to all staff, including primary care staff, with extremely positive uptake - 130 members of staff enrolled onto the course.

Members noted that a Welsh Language Annual Report would be reported to PPPAC in June 2021.

Ms Murphy enquired whether the HDdUHB charity had been approached to fund bilingual training courses for staff to undertake in their own time. Mrs Enfys Williams undertook to liaise with the Charities Team and provide a response to Ms Murphy.

Mr Burt welcomed the progress made to date, and emphasised the importance of being ambitious as an employer in the way we aim to be a truly bilingual service and by providing the language of choice to patients and staff. In response to whether key public facing documents, e.g. Board papers, minutes, etc. could be provided in both English and Welsh, Mrs Enfys Williams informed Members that the number of individuals accessing Board papers and minutes is extremely minimal. Due to the size of the technical documents, this is not considered a priority currently, whereas bilingual patient facing resources are being prioritised. However, the agendas for the Board and its Committees are available bilingually and where it is considered that a particular report should be available bilingually, this is translated into Welsh. Mr Thomas suggested that broader engagement with the community and patients be undertaken to seek their requirements and to respond accordingly.

In response to Prof. Gammon's request for an update on the investigation undertaken by the Commissioner as a consequence of a complainant receiving an English only version of an appointment letter and questionnaire, Mrs Enfys Williams informed Members that due to COVID-19 and a cyber-attack at the Welsh Language Commissioner's Office, the Commissioner's Team is currently considering how it will deal with the response HDdUHB has provided thus far, i.e. considering whether to wait for a more detailed return or deal with the response in two parts. Members noted the significant increase in requests for translation support, indicating that HDdUHB is operating and communicating increasingly bilingually.

Prof. Gammon expressed gratitude to the Welsh Language Service Team for the work undertaken to date, and for providing assurance concerning the current position. However, the lack of a trajectory or timeline does not provide assurance relating to HDdUHB's strategic objectives to achieving Welsh Language Act compliance. Mrs Enfys Williams advised that it had

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	<p>been challenging to gather all the required information by the Committee's deadline for submission and anticipated that a more detailed report including a trajectory and timeline would be presented at the June 2021 PPPAC meeting.</p> <p><i>Mrs Enfys Williams left the PPPAC meeting</i></p>	EW
	<p>The Committee NOTED the progress being made within HDdUHB towards full compliance with the Welsh Language Standards.</p>	

PPPAC (21)40	<p>MONITORING OF WELSH HEALTH CIRCULARS (WHCs)</p> <p>The Committee received the Welsh Health Circulars (WHC) report, providing an update on progress in relation to the implementation of WHCs which fall under the remit of PPPAC. Members were pleased to note that there are no red RAG rated WHCs under the remit of PPPAC. Mr Thomas informed Members of two amber rated WHCs ascribed to PPPAC:</p> <p>WHC Ref 007-15 Update on the All Wales position of the EDCIMS (Emergency Department Clinical Information Management System – This WHC was issued on 30th March 2015 and remains a challenge for HDdUHB. COVID-19 has affected progression nationally and the development of the business case remains paused as it is not considered a priority for Digital Bronze Group, however this will be further considered post COVID-19.</p> <p>WHC Ref 003-20 Value Based Health Care Programme – Data Requirements – Members noted that this WHC is well advanced and is being integrated with the clinical portal to ensure data is available to clinics through in-house functionality. Work is ongoing at a national level by NHS Wales Informatics Service (NWIS) to develop the requirements for the Value Based Health Care Programme through the Data Standards work stream. HDdUHB has not received a timescale as yet as to when this will be delivered.</p> <p>Mr Maynard Davies declared an interest as a member of the Procurement Group in 2015 during his employment at NWIS, and queried what could be undertaken to progress WHC Ref 003-20; Mr Thomas confirmed that this is being discussed further with Digital Healthcare Wales.</p> <p>Members gained assurance on the WHCs under the remit of PPPAC, and supported the escalation of matters of an All Wales basis where progress is beyond the control of HDdUHB.</p> <p>The Committee gained ASSURANCE on the management of WHCs within the PPPAC area of responsibility, particularly in respect of understanding when the WHCs would be delivered, any barriers to delivery, impacts of non/late delivery and assurance that the risks associated with these are being managed effectively.</p>	
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PPPAC (21)41	<p>REPORT ON THE DISCRETIONARY CAPITAL PROGRAMME 2020/21</p> <p><i>Mr Paul Williams and Mr Siôn Charles joined the PPPAC meeting</i></p>	
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Members were presented with the report on the Discretionary Capital Programme (DCP) 2020/21 & Capital Governance Update, detailing the final report on the 2020/21 capital programme and investments made, the capital schemes governance update, and an update on the Women and Children Phase II scheme.

Mr Paul Williams highlighted the following matters:

- Whilst the total available discretionary capital resource is insufficient to make a significant input into the estates equipment and digital backlog in place, 2020/21 has enabled HDdUHB to progress some of the equipment backlog sooner than anticipated. Gratitude was expressed to colleagues across Estates, Procurements, Finance and Operational teams for their engagement and co-operation.
- There is a good focus on risks and impact associated with backlog pressures and remains work in progress.
- A workshop has been arranged for May 2021 with corporate colleagues to discuss the Datix risk register position.

Mr Thomas acknowledged the challenge in utilising capital received late at the end of the financial year and expressed gratitude to colleagues for managing this. Members noted the delay to All Wales capital schemes relating to those in business case development and in construction.

Referring to the costings relating to equipment including the demountable computerised tomography scanner originally on loan to HDdUHB to manage COVID-19, and now permanently allocated, Mr Williams confirmed that capital allocation had been received.

Prof. Gammon drew attention to page 3 of the report and requested further information relating to the movement of a number of capital themed risks on the risk register. Mr Williams confirmed that despite the levels of investment, the risks presented to CE&IM&TSC have increased from 187 in July 2020 to 216 in March 2021.

The completion of the South Pembrokeshire Hospital Sunderland Ward refurbishment, advanced fire code works in WGH, and two general x-ray rooms and fluoroscopy room in GGH during 2020/21 was recognised by the Committee.

In response to Prof. Gammon's query relating to an update on the aseptic services strategic outline case, Mr Williams confirmed that this matter had been raised with WG at the previous capital review meeting and a response is awaited.

It was noted that the Cylch Caron project remains red RAG rated with a project board meeting scheduled for 29th April 2021. Alternative venues within the Carmarthen town centre are being explored for the Pond Street/Penlan Clinic. Members noted that a further update had been received concerning the Crosshands Health Centre since publication of the report; as part of the OBC, WG have requested an addendum to include

	<p>decarbonisation information. It was recognised that although this would delay the submission and approval of the final OBC, it would put HDdUHB in a stronger position moving forward.</p> <p>Mr Williams informed Members that the floor screed in theatres is in a worse state of repair than originally anticipated and concerns in regard to COVID-19/social distancing related construction scheme delays have been raised with WG.</p> <p>In terms of the Cylch Caron scheme, Prof. Gammon queried the RAG rating assessment due to the recent change in partnership group, and in response, Mr Williams confirmed that the matter had been discussed at CE&IM&TSC where it had been agreed to close the project in its original form. Members stressed the importance of ensuring the population of Tregaron is sensitively kept updated and engaged with regard to development of the scheme. Prof. Gammon requested a further update be provided to a future PPPAC meeting.</p> <p>Mr Williams provided an update in relation to the Women and Children Phase II scheme, emphasising that the complexity of delivering a multi-phased project and constraints of building in a confined space on a live site has contributed to time delays to the overall scheme. Concerns have been escalated to the Managing Director of UK Building and monthly performance review meetings are ongoing. As a consequence of these discussions, additional resources have been allocated to the project in the form of a new on-site Project Managers and a Construction Planner.</p> <p>The Committee welcomed the update and were assured by the current position.</p>	PW
	<p>The Committee:</p> <ul style="list-style-type: none"> • NOTED the final report on the 2020/21 capital programme and investment made. • NOTED the continued red rating schemes for which the underlying reasons for their status remains unchanged and would be the subject of further reporting to PPPAC. • NOTED the specific update in Appendix 1 on the Women and Children Phase II Scheme. 	
PPPAC (21)42	<p style="text-align: center;">REPORT ON THE DISCRETIONARY CAPITAL PROGRAMME 2021/22</p> <p>Members were presented with the Capital Programme for 2021/22 report, noting that Welsh Government (WG) have confirmed that the HDdUHB discretionary capital allocation would be £7.421m, in line with the previous year's allocations.</p> <p>Mr Williams highlighted the following matters:</p> <ul style="list-style-type: none"> • The discretionary capital programme for 2021/22 had been discussed at Executive Team in March 2021. 	

- Due to the phasing of some schemes in 2020/21 and slippage on All Wales capital schemes, there are pre-commitments against the £7.421m discretionary capital allocation of £3.479m.
- During 2021/22, HDdUHB is expecting All Wales capital programme (AWCP) allocation to progress the WGH MRI scheme.
- Additional AWCP allocations are likely to be confirmed to progress the Fire Enforcement Business Justification Cases at WGH and GGH.
- WG has approved a targeted funding programme totalling £37m for 2021/22, £10m of which is intended to assist NHS organisations to invest in the upkeep and development of infrastructure engineering services across healthcare sites.
- £450k has been allocated to support early work relating to fire compliance, however it is anticipated that this will be reimbursed and therefore enable reinvestment of this amount.

Prof. Gammon referred to the equipment allocation, noting that only two of the four identified required replacements would be undertaken if the equipment replacement budget is limited to £660k, and enquired whether further options for funding are being considered. In response, Mr Williams confirmed there are a number of options available including approaching the HDdUHB Charity, and utilising the £450k reimbursement relating to fire compliance. Members were assured that if there is no available funding to replace critical equipment, discussions would be undertaken with WG.

Mr Maynard Davies fed back to Members on discussions at the CE&IM&TSC recognising the considerable concern across the organisation in regard to DCP funding for 2021/22 and suggested that the concerns and challenges, in particular the allocation in terms of equipment and projects, be escalated to the Board via the update report.

Referring to the bids submitted by HDdUHB to the Estates Funding Advisory Board valued at £9.865m, Prof. Gammon enquired whether a response had been received; in response, Members were disappointed to note that only £5.4m had been allocated.

CW

The Committee:

- **NOTED** the Health Board discretionary capital allocation (DCP) for 2021/22.
- **NOTED** the underlying capital risks and demand for capital resource.
- **NOTED** the new pressures and new allocations from Welsh Government.
- **NOTED** the current pre-commitments and ring-fenced allocations against the DCP for 2021/22.
- **ENDORSED** the proposed allocation of the balance of the discretionary capital programme for 2021/22 following the discussion at Executive Team.
- **NOTED** the work that will be undertaken during 2021/22 to develop the 3-year capital plan further.
- **NOTED** the approved All Wales Capital Programme (AWCP) schemes currently approved for 2021/22.

	<ul style="list-style-type: none"> • NOTED the bids and business cases currently at submission and scrutiny stage with Welsh Government (WG). 	
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PPPAC (21)43	<p>A REGIONAL COLLABORATION FOR HEALTH (ARCH)</p> <p>The Committee received the Regional Collaboration for Health (ARCH) Portfolio Update report, providing an update on the activities of the ARCH portfolio for the period February 2021 to April 2021 and the regional discussions that have taken place between HDdUHB, Swansea University and SBUHB.</p> <p><i>Mr Evans left the PPPAC meeting</i></p> <p>Mr Charles informed Members that at its meeting held in March 2021, the ARCH Partnership Board reaffirmed their commitment to the ARCH collaboration and agreed shared strategic priorities from each of the three partners for the next phase of delivery through ARCH. It was noted that detailed plans are currently being developed with a further meeting of the Partnership Board scheduled for 28th May 2021.</p> <p>Mr Maynard Davies referred to the utilisation of AI model testing for dermatology and enquired where the model had derived from. In response, Mr Charles confirmed that primarily this had been SBUHB and also Swansea University.</p> <p>In response to whether the innovation, procurement and commercial enterprise aspect would be linked to the Finance Committee, Mr Thomas confirmed that at the current time, there is no clear link. An in-house approach has been established and collaboration with the University of Wales Trinity St David and Swansea Universities has attracted funding.</p> <p>Prof. Gammon expressed gratitude to Mr Charles for the update report on projects associated with ARCH. The equal regional partnership between HDdUHB, SBUHB and Swansea University was emphasised by Prof. Gammon and Executive Directors were requested to influence the shaping of ARCH for the benefit of HDdUHB. It was agreed for a further update report to be presented to a future PPPAC meeting.</p> <p><i>Mr Charles left the PPPAC meeting</i></p>	Exec Team SC
	<p>The Committee NOTED the HDdUHB and SBUHB regional discussions and the ARCH Portfolio Summary Update.</p>	

PPPAC (21)44	<p>PENTRE AWEL DEVELOPMENT</p> <p>The Committee received the Pentre Awel – Update and Health Board Considerations report, forming part of the cycle of regular progress provided to PPPAC with emphasis on the implications for HDdUHB across all the individual elements of Pentre Awel and how the synergies and partnerships can be optimised. Mr Thomas informed Members that a Health and Wellbeing Implementation Group had been established, with the initial meeting scheduled for May 2021. It was noted that a Health Technology Hub has been specified within Pentre Awel, and with learning from the</p>	

	<p>COVID-19 pandemic, the plan is to expand this facility to enhance the capability to provide remote access to services and information and to act as a base for monitoring care.</p> <p>Members noted that Mr Lee Davies would assume Executive Director responsibility for Pentre Awel.</p> <p>Mrs Gostling informed Members that she had previously requested that a member of the Workforce & OD Team be included within the Education & Skills Group.</p> <p>Referring to the categorised five areas of functionality in relation to HDdUHB within Pentre Awel, Prof. Gammon expressed some misperception of what would be delivered at Pentre Awel compared to his previous understanding of the clinical model. Mr Thomas assured Members that there remains a substantial amount of planning to be undertaken in terms of the services which would be provided and that these would be considered in line with HDdUHB's annual plan and objectives.</p> <p>The Committee NOTED the update and the range of opportunities for engagement within the Pentre Awel development, and NOTED the establishment of an Implementation Group to progress the detailed business planning.</p>	
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<p>PPPAC (21)45</p>	<p>A HEALTHIER MID & WEST WALES PBC UPDATE</p> <p>The Committee was presented with an “A Healthier Mid & West Wales (AHMWW) Programme Business Case (PBC)” update presentation, noting the overarching timeline, assuming capital solution. Mr Thomas expressed gratitude to Mr Williams and his team for the work undertaken to date.</p> <p><i>Mrs Wilson left the PPPAC meeting</i></p> <p>Mr Williams informed Members that whilst the expected timescale for the completion of the Full Business Cases (FBCs) is March 2024, there is a risk that this may be delayed due to a revenue or part revenue infrastructure funding solution, which may need to be considered for some of the projects being progressed. It was noted that the Clinical Case for Change (part of the Strategic Case) has been drafted and is undergoing clinical review.</p> <p>A Modelling Sub Group has also been established and has identified a number of challenges which are currently being actioned to enable bed and scenario modelling to be undertaken.</p> <p>It was further noted that Land Team meetings have been undertaken with Hurdle criteria for site nominations for the new hospital agreed, which would be shared with the public post-election. This agreement included the involvement of two nominated representatives from Pembrokeshire and Carmarthenshire Local Authorities. It was acknowledged that communication and engagement would be significant and that additional resources would be required within the relevant teams.</p>	
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	<p>Referring to the Hurdle criteria, Ms Murphy enquired whether flood zones within the Whitland/Narberth localities had been taken into consideration. In response, Mr Thomas emphasised that this represents the initial Hurdle and that the investigation of flood zones would be undertaken when the more detailed technical criteria is undertaken.</p> <p>In response to Mr Maynard Davies' enquiry relating to the digital infrastructure, Mr Williams confirmed that high-level solution technical work, including digital, would be undertaken.</p> <p>Prof. Gammon welcomed the informative update in order for the Committee to gain assurance in terms of next steps and the timescales in place.</p> <p>Further updates would be welcomed in the future, to include an assurance on compliance with timescales.</p>	
	The Committee NOTED the A Healthier Mid & West Wales Programme Business Case update.	

PPPAC (21)46	FIRE ENFORCEMENT AT WITHYBUSH GENERAL HOSPITAL BUSINESS JUSTIFICATION CASE	
	<p>Members were informed that the Mid and West Wales Fire & Rescue Service, as part of their normal routine inspection, visited Withybush General Hospital (WGH) on 30th July 2019 to undertake an inspection of fire safety. As a result of the inspection, Fire Enforcement Notices (FENs) and Letters of Fire Safety Matters (LoFSMs) were issued.</p> <p>The Committee was presented with the Business Justification Case (BJC) for Phase I of FENs and LoFSMs at WGH report, setting out the next stage in delivering the capital investment necessary to comply with the FENs and LoFSMs in place on the WGH site, noting the total capital cost of £12,957,367.</p> <p>Members noted that the contract would be based on the New Engineering Contract (NEC) Option E rather and Option C. Therefore, the contract would operate on a cost plus basis where the contractor is required to fully justify all costs incurred, and would then be paid on this basis with the addition of profit and overheads. This major change was undertaken by WG following the reluctance of any national framework contractors expressing an interest in the Project under the normal Option C target cost arrangements due to its complexity.</p> <p>It was further noted that the BJC had previously been circulated to members of the Capital Planning & IM&T Sub Committee to provide comments, all of which had been considered.</p> <p>The Committee supported the submission of the Fire Enforcement at WGH BJC to WG seeking approval to progress with the work, prior to Board ratification via Chair's Action, and welcomed progress updates in the future.</p> <p><i>Mr Elliott and Mrs Jervis left the PPPAC meeting</i></p>	

	The Committee SUPPORTED the submission of the Fire Enforcement at WGH BJC to WG seeking approval to progress with the work, prior to Board ratification via Chair's Action.	
PPPAC (21)47	CORPORATE RISKS ALLOCATED TO PPPAC Item deferred to June 2021 PPPAC meeting.	
PPPAC (21)48	OPERATIONAL RISKS ALLOCATED TO PPPAC Item deferred to June 2021 PPPAC meeting.	
PPPAC (21)49	CAPITAL ESTATES & IM&T SUB-COMMITTEE UPDATE REPORT AND ANNUAL REPORT (2020/21) Members were presented with the Capital, Estates and IM&T Sub-Committee (CE&IM&TSC) Update Report following the meeting held on 30 th March 2021, which was noted. Members received and endorsed the CE&IM&TSC Annual Report (2020/21). The Committee: <ul style="list-style-type: none"> • RECEIVED and NOTED the Capital, Estates and IM&T Sub-Committee update report. • ENDORSED the CE&IM&TSC Annual Report 2020/21. 	
PPPAC (21)50	INFORMATION GOVERNANCE SUB-COMMITTEE Members were presented with the Information Governance Sub-Committee (IGSC) Update Report dated 13 th April 2021 which was noted, and the Committee ratified the All Wales Information Governance Policy, All Wales Information Security Policy, and the All Wales Internet Policy. <i>Mrs Wilson re-joined the PPPAC meeting</i> The Committee RECEIVED and NOTED the Information Governance Sub-Committee (IGSC) update report and RATIFIED the All Wales Information Governance Policy, All Wales Information Security Policy, and the All Wales Internet Policy.	
PPPAC (21)51	CORPORATE & EMPLOYMENT POLICIES Members were presented with the following policies for approval: <ul style="list-style-type: none"> • 246 – Managing Safeguarding Allegations and Professional Concerns raised against Hywel Dda University Health Board Staff Policy. • 002 – Recovery of Overpayments and Management of Underpayments Policy. • 479 – Central Pool Car Scheme User. • 480 – Central Pool Car Scheme Administration Procedure. Mrs Gostling informed Members that Policy 002 would be further amended prior to the three yearly review to supplement the management of the underpayment section. The Committee APPROVED the: <ul style="list-style-type: none"> • 246 - Managing Safeguarding Allegations and Professional Concerns raised against Hywel Dda University Health Board Staff Policy. 	

	<ul style="list-style-type: none"> • 002 - Recovery of Overpayments and Management of Underpayments Policy. • 479 - Central Pool Car Scheme User. • 480 - Central Pool Car Scheme Administration Procedure. 	
PPPAC (21)52	<p>OUTCOME OF ADVISORY APPOINTMENTS COMMITTEE</p> <p>The Committee received the Advisory Appointments Committee (AAC) report, providing an update on the outcome of the AACs held between 2nd February and 7th April 2021, and approved the appointments on behalf of the Board.</p> <p>The Committee APPROVED the outcome of the AAC appointments held between 2nd February and 7th April 2021 on behalf of the Board.</p>	
PPPAC (21)53	<p>PPPAC WORKPLAN 2021/22</p> <p>The PPPAC work plan for 2021/22 was received for information and would be updated accordingly.</p> <p>The Committee NOTED the PPPAC work plan for 2021/22.</p>	CW
PPPAC (21)54	<p>ANY OTHER BUSINESS</p> <p>No other business was raised.</p>	
PPPAC (21)55	<p>REFLECTIVE SUMMARY OF THE MEETING</p> <p>Mrs Gostling outlined the key topics discussed during the meeting for inclusion in the PPPAC update report to Board:</p> <ul style="list-style-type: none"> • Following presentation of the Committee self-assessment of effectiveness report, the responses received would be considered further. • The PPPAC Annual Report 2020/21 was noted and endorsed. • A Workforce & OD update was presented regarding planning objectives. • Outcome reports of the Nursing Climate Survey and NHS Wales Staff Survey were received, with Members encouraging feedback to be provided to staff. • Receipt of the SAS contract reform report recognising career opportunities, with PPPAC welcoming an update to a future meeting. • Month 12 IPAR noted. • Given only a level of assurance was received from the Welsh Language Standards Update report, a trajectory, timeline and update in regard to engagement with the public was requested at a future meeting. • Updates and allocations from WG in regard to the DCP for 2020/21 and 2021/22, noting that some current schemes span two financial years and noted the changes in association with Cylch Caron. Members were disappointed that only £5.4m had been allocated from bids submitted to the Estates Funding Advisory Board valued at £9.865m. It was agreed for concerns and challenges relating to the DCP to be escalated to Board. • ARCH – the requirement for equal partnership was reiterated and Executive Directors are required to think what ARCH means for HDdUHB and how Pentre Awel would be utilised. • Pentre Awel – further updates to be presented at future meetings. 	

	<ul style="list-style-type: none"> • A Health Mid & West Wales PBC Update was received and further updates would be welcomed in the future, including compliance with timescales. • Fire Enforcement at WGH BJC – The Committee endorsed the report prior to Chair’s action. • Four Policies were approved with a view that the Overpayments/ Underpayments Policy would be reviewed prior to the three-year cycle. 	
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PPPAC (21)56	DATE AND TIME OF NEXT MEETING	
	Thursday, 24 th June 2021 at 9.30 a.m. - Boardroom, Ystwyth Building, Hafan Derwen, St David's Park, Carmarthen	