GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD
PEOPLE PLANNING AND PERFORMANCE ASSURANCE COMMITTEE

DYDDIAD Y CYFARFOD: **DATE OF MEETING:**	24 June 2021
TEITL YR ADRODDIAD: **TITLE OF REPORT:**	People, Planning & Performance Assurance Committee (PPPAC) Self-Assessment 2020/21 - Analysis of Findings
CYFARWYDDWR ARWEINIOL: **LEAD DIRECTOR:**	Professor John Gammon, PPPAC Chair Lisa Gostling, Director of Workforce &OD (Organisational Development) Lee Davies, Director of Strategic Development & Operational Planning Huw Thomas, Director of Finance
SWYDDOG ADRODD: **REPORTING OFFICER:**	Joanne Wilson, Board Secretary Karen Richardson, Corporate & Partnership Governance Officer

Pwrpas yr Adroddiad (dewiswch fel yn addas) **Purpose of the Report** (select as appropriate)
Er Sicrwydd/For Assurance

ADRODDIAD SCAA **SBAR REPORT**
Sefyllfa / Situation The purpose of this report is to present to the People, Planning & Performance Assurance Committee (PPPAC) the analysis of findings following discussions on the outcome of the annual self-assessment exercise at the PPPAC meeting on 27th April 2021.
Cefndir / Background For 2020/21, a new approach to self-assessment was introduced to elicit greater feedback which can shape and influence the agenda of PPPAC going forward. Members of PPPAC were requested to complete a questionnaire to consider the Committee's effectiveness during 2020/21, with the outcome report presented to PPPAC on 27th April 2021. Further to this, Members were also asked to identify any areas for improving the Committee's effectiveness.
Asesiad / Assessment In order to influence the agenda of PPPAC going forward, a meeting was undertaken between the PPPAC Chair, the Board Secretary and the PPPAC Lead Executive Directors to consider and respond to the suggested areas for improving the Committee's effectiveness. During the meeting, each suggestion was discussed, and agreed that responses would be aligned to either People, Planning or Performance; with the outcome attached as Appendix 1.
Argymhelliad / Recommendation PPPAC is requested to receive assurance that the actions as described in Appendix 1 will be taken forward as part of wider governance review.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	10.5 The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self assessment and evaluation of the Committee's performance and operation, including that of any sub committees established.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	PPPAC Terms of Reference Published guidance from the Good Governance Institute
Rhestr Termau: Glossary of Terms:	Included within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cynllunio Pobl a Sicrwydd Perfformiad: Parties / Committees consulted prior to People Planning and Performance Assurance Committee:	PPPAC Members

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: **Financial / Service:**	Not applicable
Ansawdd / Gofal Claf: **Quality / Patient Care:**	Not applicable
Gweithlu: **Workforce:**	Not applicable
Risg: **Risk:**	Not applicable

Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

People, Planning & Performance Assurance Committee (PPPAC) Self-Assessment 2020/21

Response	People	Performance	Strategic Planning
1. *The Committee seeks assurances in regard to compliance with legislation, guidance and best practice around the workforce and OD agenda; plans put forward for the approval of the Health Board for improving the local population's health and developing and delivering high-quality, safe and sustainable services to patients and the implementation of change, are consistent with the Board's overall strategic direction and any requirements and standards set for NHS bodies in Wales; the overall performance and delivery against Health Board plans and objectives, including delivery of key targets, and making recommendations for action to continuously improve the performance of the organisation, particularly where performance is showing deterioration or there are issues of concern. It constantly seeks to strengthen the ways in which it achieves this, challenging itself to avoid tokenism, welcome contributions, engage with criticism and account for and learn from failings.*			
Update from single point hub added to report.	N/A – will be monitored by the Quality, Safety & Experience Assurance Committee (QSEAC)		
The Committee could ask for "deep dives" in areas of concern to better understand what is being done/could be done to improve performance.		Propose that this is added into the new Committee Terms of Reference (ToRs).	
The Sub-Committee for people will help ensure a wider update from the function.	This will be incorporated into the Terms of Reference for the new Committee. Due to changes in the committee structure, a sub-committee will not be established however working groups may be established as required.		
Greater clarity and expectations of timelines and action plans	Applicable to all Committees - the newly developed guidance on report writing will be shared with all report writers following issue of the draft agenda and call for papers.		

Response	People	Performance	Strategic Planning
Scrutiny and oversight of major infrastructure projects where risk may be increasing because of delays and with patient quality and safety (and financial) implications impacting on health board services.			Propose that this is a standing agenda item on the new Committee. Reporting arrangements will also be enhanced following the review being undertaken by the Executive Director of Strategic Development and Operational Planning
To ensure the Committee's approach to seeking assurance keeps pace with the Health Board's highly dynamic operating environment, in which ambiguity and uncertainty are the key features. Traditional forms of assurance are increasingly unfit for purpose in this context. A practical example would be to pursue the need to provide performance analysis in intelligent ways that enable well-informed decision-making (SPC improvements).		This area will be reviewed further through the Committee Chairs meeting and through discussion with the Chair of the Committee and the Executive Lead.	
2. *The Committee works strategically. This means it aligns its work with the Health Board's overarching strategic priorities and delivery plans. It commissions work in support of those priorities, providing the Board with the assurance necessary to have confidence in its ability to deliver.*			
Deep cleaning teams could be recognised out of the staff that have been employed on a temporary basis due to COVID-19 and their effectiveness could be reported back to this group.	This is outside of the remit of the Committee's terms of reference. However this could be incorporated into the		

Response	People	Performance	Strategic Planning
	COVID-19 workforce agenda item encompassing all staff groups.		
Should papers include some reference to the UHBs 6 strategic objectives and which ones are affected by the paper.	All papers presented will be aligned to the Health Board's Strategic Objectives with assurance on delivery and gaps in control incorporated into the Board Assurance Framework.		
Delivery of new planning objectives will be driven by new sub-committee ensuring oversight of all objectives.	The new Committee structure ensures the Committees are aligned to the Health Board's Planning Objectives.		
To provide greater scrutiny around questions of *impact* of actions being taken to improve workforce experience and 'recover' from the pandemic.	Propose monitoring by regular updates to the Committee.		
3. *The Committee works systemically. This means it works effectively with the Board, other Board Committees, its sub-committees and other relevant parts of the organisation's governance and assurance system, in order to ensure that we spot connections and themes which have an impact on people, planning and performance. It guards against silo working. It gives balanced and meaningful 'air time' to the full range of the Health Board's service portfolio.*			
As this transformation develops, we need to start more detailed information on the staff needs for future community services.	Propose monitoring by regular updates to the Committee.		
A regular review of agendas between committee Chairs to ensure areas of mutual concern are identified and a single committee takes the lead.	This will be an item for consideration at the Committee Chairs' meeting which will be established in the near future.		
Rather than same papers going to multiple committees, the author needs to highlight the impact for that committee to ensure the correct discussions take place in the right committee.	Applicable to all Committees – the new Committee Chairs meetings will ensure this is taken forward. In addition, the rationale for reports being presented to Committees to be confirmed during agenda setting meetings. Further support will be provided by issuing guidance on report writing.		
Where there is a need for assurance from a PPPAC perspective and a QSEAC perspective – we need to discuss how these two committees work better together.	This will be an item for consideration at the Committee Chairs' meeting which will be established in the near future.		
This connection will be strengthened further as performance analysis improves and shines a much		Propose monitoring by regular updates to the	

Response	People	Performance	Strategic Planning
brighter light on interdependent issues – e.g. deteriorating access (waits) and their impact on quality and safety outcomes		Committee. Links also to the work undertaken at Board Seminars in regard to the development of performance management arrangements.	
4. *The Committee works intelligently. This means it draws on a diverse range of reliable data (both quantitative and qualitative) to triangulate information and reveal themes or patterns in regard to people, planning and performance. It uses a dashboard of key quality indicators to inform improvement. This relies on accurate interpretation of the data, which requires skill from both the providers and readers of the data.*			
Utilise SPC data presentation.		Links to the work undertaken at Board Seminar on the development of performance management arrangements and the transition to SPC reporting. This will be a standing agenda item for the new Committee.	
Continue the move to the use of SPCs and improve the targeting of deep dives to those areas where there is obviously a systemic failure.		Links to the work undertaken at Board Seminar regarding the development of performance management arrangements and the transition to SPC	

Response	People	Performance	Strategic Planning
		reporting. This will be a standing agenda item for the new Committee.	
Linked with the new planning objectives need to wider workforce metrics rather than the 3 which are reported to WG.	Propose regular updates forward planned on to the Committee workplan.		
Although progress with the IPAR this year has been good, it seemed to take a long time to reach the decision to undertake this review. More rapid recognition of the need for change where possible would be good.		Links to the work undertaken at Board Seminar on the development of performance management arrangements and the transition to SPC reporting.	
Embed and consolidate the early improvements made towards SPC implementation		Links to the work undertaken at Board Seminar on the development of performance management arrangements and the transition to SPC reporting. This will be a standing agenda item for the new Committee.	
5. *The Committee facilitates learning. This means it works openly and honestly, encouraging contributions from attendees which are a fair and reasonable reflection of the realities faced across all services. The Chair sets the leadership tone and*			

Response	People	Performance	Strategic Planning
is supported by other Independent Members and the Executives to hold this learning space. The style is one of high support/high challenge.			
Reports have started to come in more concise now, if that can be maintained it would be more effective for meetings in the future. When an item of importance is being brought to the Committee, perhaps include a short presentation giving a better understanding of the way the organisation is working in the area to allow the Committee to learn more about the organisation and intelligently act on the report. Sometimes difficult for more detailed consideration due to timing of meeting and size of agenda. There is scope in all committees to get smarter at 'joining the dots' – identifying and scrutinising issues which are connected and as such interact with each other when change is made somewhere within the system.	This area will be reviewed further through the Committee Chairs meeting. All reports should provide sufficient detail outlining the rationale for being presented to the Committee, in accordance with newly developed guidance on report writing. Further to this, the person presenting the item, should outline the key points for consideration in accordance with the handy hints guide for presenters.		
The Committee champions continuous improvement. This means it uses an improvement mindset, as well as methodologies, which enable it to lead and oversee a clear journey of improvement in respect of the HB's Three Year Plan; Workforce & OD Strategy and Enabling Plan; and Performance Management Framework.			
Been given great feedback on patient experience we may look at having some feedback on staff experience especially where complaints have been sent in to management team.	To be incorporated into the COVID-19 workforce agenda item encompassing all staff groups. This item is also to be considered at the Listening and Learning Sub-Committee with a		

Response	People	Performance	Strategic Planning
	review being undertaken of the reporting arrangements for speaking up safely.		
Should the Committee ask that all papers answer the question "What improvements do the actions described in the paper bring to the organisation." It may be that it just improves the life of one person, but there should be a positive outcome otherwise why are we spending time doing it.	Where appropriate, improvements should be outlined within the report. However, not all reports to Committees are linked to improvements; a number are required on statutory matters and therefore are legally required to be presented.		
Improve the quality of presented papers by the use of more pertinent performance measures e.g. run charts, SPC etc.		Links to the work undertaken at Board Seminar on the development of performance management arrangements and the transition to SPC reporting. This will be a standing agenda item for the new Committee.	
The rigour of continuous improvement is not yet embedded in the HB's ways of working, and efforts are often disjointed. The Committee could usefully ask itself what contribution it might make to support this organisation-wide commitment.		Agreed. This area will be reviewed further through the Committee Chairs' meeting and further discussion with the Committee Chair and Lead Executive Director.	

Response	People	Performance	Strategic Planning
6. The Committee works proactively. This means it is organised in its workplan, sensitive to the dynamic environment in which the Health Board operates, and searching in its enquiries. It is curious, and willing to pursue demanding issues in the interests of excellent patient care. It uses the organisation's risk management processes effectively to scrutinise risks and ensure that longstanding risks and issues do not become normalised or tolerated beyond the Board's risk appetite.			
Policies are now being worked on together with staff side representatives we need to ensure that the policy is ratified have had their side involvement from the very beginning.	All policies should be developed in line with the written controlled document policy. This will be reinforced with policy authors during the policy development process.		
Many of the capital schemes are planned for years ahead – perhaps there should be a longer term (>1 year) workplan that identifies when an in depth progress report should be presented to PPPAC.			Reporting arrangements will also be enhanced following the review being undertaken by the Executive Director of Strategic Development and Operational Planning
Sub-Committee will give greater scrutiny on workforce risks.	Risk report will be a standing agenda item for the new Committee with risks being reviewed in accordance with HDdUHB's approved policies and procedures.		

Response	People	Performance	Strategic Planning
To add weight to the need to take a long, hard look at the risk management processes that underpin the BAF, and challenge any process which tolerates 'intolerable' risks year after year (some of the risks have been scored above tolerance for many years – this is surely a broken approach).	A new approach with the Board Assurance Framework (BAF) and risks assigned to Committees will support this. Further to this, it is the role of Committees to challenge where assurances in respect of any component are missing or inadequate. Any areas of significant concern should be escalated to the Board. HDdUHB has a robust policy and procedure in place; compliance and ownership is required to be monitored.		
7. *Are there any domains of effective assurance which you think are not covered above? What are they?*			
Reporting back from staff complaints. Also complaints and satisfaction surveys staff and also what follow up has been undertaken.	Propose regular updates added to the workplan of the new Committee.		
Not sure about a domain for effective assurance, but feel equality & diversity matters for whole HB particularly patient care is light on the agenda.	Propose regular updates added to the workplan of the new Committee.		
8. *The Committee has sought to play a proactive role in the COVID-19 response, specifically in terms of assurance around the wellbeing of staff, readiness in terms of assurance on the workforce plan and the performance consequences relating to patient care and implications arising from it. It has made a range of adjustments to reflect the rapidly changing circumstances that the Health Board has faced. Even better if…?*			
We could utilise the vaccinators that we've trained and put them on a specific bank as a lot of them are retirees and we could have the adapted bank to cover things like flu injections and stuff in the future.	This is an operational role and does not sit within the governance arrangements of the Committee. This area is already incorporated within the work programme for the Workforce & OD Directorate.		

Response	People	Performance	Strategic Planning
What learning points should we take with us post-COVID-19?	Any learning points will be incorporated into the ToRs and Work Programme for the new Committees.		
The collective mindset (not only methods) of the Committee keeps up with the highly dynamic and ambiguous context. Sometimes we are still searching for a level of assurance or risk reduction that are just not realistic.	This area will be reviewed further through the Committee Chairs' meeting.		
What learning points should we take with us post-COVID-19?			
The apprenticeship programme which was developed pre-COVID-19 is going to be a huge benefit to us in the future.	Propose regular updates added to the workplan of the new Committee.		
Committees don't need to be made up of lots of interested parties as a way of sharing information – needs to be have people there who can make decisions, discuss topics and engaging with other stakeholders continue to occur prior to Committees for views.	There will be a review of membership as part of the move to the new Committee governance structure, with a proposed reduction of key members identified in all ToRs, recognising these are assurance Committees with decisions being made at Board and in accordance with the scheme of delegation.		
The Hywel Dda supertanker has been surprisingly nimble and hasn't run aground in the extremely stormy waters of the past year. The crew cannot however continue to operate at this high pace without time to rest and recover properly. Parts of the tanker are also in urgent need of repair and refurbishment.	In terms of staff, this should be monitored by the new Committee.		In terms of planning, this should be monitored by the new Committee.
Good governance doesn't need to be bureaucratic. Nimble approaches can strengthen the quality of the conversation (lengthy process-driven papers are a comfort blanket, albeit a false comfort. Cutting back on papers amplifies the need for dialogue).	As demonstrated throughout the COVID-19 pandemic, governance arrangements have been more agile and this agility will be taken forward into the new governance framework. The new Committee Chairs meetings and the newly developed guidance on report writing and presenting should also assist.		