



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	27 April 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Outcome of PPPAC Self-Assessment 2020/21
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling, Director of Workforce & Organisational Development Huw Thomas, Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Claire Williams, Committee Services Officer

**Pwrpas yr Adroddiad (dewiswch fel yn addas)  
Purpose of the Report (select as appropriate)**

Ar Gyfer Trafodaeth/For Discussion

**ADRODDIAD SCAA  
SBAR REPORT**

**Sefyllfa / Situation**

The purpose of this report is to present to the People, Planning & Performance Assurance Committee (PPPAC) the outcomes from the annual self-assessment exercise, to consider the suggested actions and any further improvements that could be made.

**Cefndir / Background**

Members of PPPAC were asked to complete a questionnaire to consider the Committee's effectiveness, during 2020/21. Six responses have been received in total.

For 2020/21, a new approach to self-assessment has been introduced to elicit greater feedback which can shape and influence the agenda of PPPAC going forward.

In addition to specific domain questions, comments were invited on any improvements for consideration to assist the Committee in drawing up its own plan for improvement. The recognition of what has worked well is a helpful platform to move forward with and the greater focus on organisational risks to inform the agenda and work of the Committee will enable a further move towards providing a strategic outlook.

**Asesiad / Assessment**

Each question started with a statement, which set out 'what good looks like'. In response, Members were requested to describe at least one example from 2020/21 in which the Committee has been effective in this domain and to share at least one idea for improving the Committee's effectiveness in this domain over the coming year.

Time constraints have precluded detailed analysis of findings; however the responses include a number of useful suggestions regarding ways in which the governance and operation of PPPAC might be improved. There may also be themes common to other Board level Committees, which can be addressed via the planned Governance review. The findings of the 2020/21 Self-Assessment exercise will be discussed by the Committee Chair and Lead

Executive with support from either the Board Secretary or the Head of Corporate & Partnership Governance prior to the next meeting.

### **Question 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.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

### **Responses:**

- **Integrated Performance Assurance Report (IPAR). This was continually discussed and with feedback to the Executive to ensure cancer pathways waiting-list were always categorised as priority during this COVID-19 period.**
- **Despite the pandemic, I feel the Committee has been effective in all these areas over the last year.**
- **The Committee has worked with the Director of Workforce and OD to refine the reporting of her portfolio to a single report covering the key measures necessary to ensure that the Committee is assured that best practice is being followed and the staff are being well looked after. Additionally, the Committee has taken special interest in the health and well being of our staff through the pandemic.**
- **The planning cycle in 2020/21 has been very piecemeal, but the Committee has received regular updates on the quarterly plans scrutinising them to assure they are robust and realistic before being approved by the Board.**
- **In terms of monitoring performance, the Committee has been instrumental in reviewing how performance is reported to ensure that the Board clearly identifies the areas where improvement is needed.**
- **Workforce & OD update paper detailing progress on many areas, but main two to call out are apprenticeships & staff wellbeing.**
- **PPPAC is a new committee and has found its feet well in a very challenging and turbulent year. The fortnightly meetings of the PPPAC Chair and relevant Executive Directors and subsequent briefings for Committee Members helped to keep us informed prior to the first full PPPAC meeting in June. The focus on the people aspects has been particularly important and reports have developed through the year to better show how the Workforce and OD plans impact on the delivery and performance of services.**
- **Bilingual Skills Policy and Welsh Language Standards – compliance and actions to demonstrate compliance was scrutinised, limited assurance provided with an agreed plan, proposed by the Committee, for necessary action to be put in place with a timescale. Appropriate escalation was also agreed. This demonstrated the efficacy of the committee.**

- **Strategic planning oversight including Annual Plan and 3 Year Plan.**

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

**Responses:**

- **Update from single point hub added to report.**
- **The Committee could ask for "deep dives" in areas of concern to better understand what is being done/could be done to improve performance.**
- **The Sub-Committee for people will help ensure a wider update from the function.**
- **Greater clarity and expectations of timelines and action plans**
- **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.**
- **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).**

**Question 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.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

**Responses:**

- **Organisational Development update.**
- **Very supportive of the apprenticeship academy programme, also supportive of the recruitment of the COVID-19 teams.**
- **When reviewing the work on the Programme Business Case for the new hospital and repurposing of the existing hospitals, the Committee has always viewed this in terms of how does it fit with A Healthier Mid and West Wales ensuring this strategy is at the heart of it.**
- **Workforce & OD update paper aligns to the priorities set out in the 10 year Workforce & OD strategy, therefore aligns with strategic objectives for the function.**
- **Scrutiny of quarterly plans and performance clearly aligns with the Board's strategic priorities. As does the rapid recognition of COVID-19 on plans and performance reporting and the need for these to be reset due to the deteriorating trajectory of performance and the focus on recovery.**
- **Scrutiny and review of the Health Boards strategic objectives and Annual Plan.**
- **Committee has sought to bring a focus on the workforce consequences of COVID-19 from both individual and service perspectives.**

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

**Responses:**

- 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.
- Should papers include some reference to the UHBs 6 strategic objectives and which ones are affected by the paper.
- Delivery of new planning objectives will be driven by new sub-committee ensuring oversight of all objectives.
- To provide greater scrutiny around questions of *impact* of actions being taken to improve workforce experience and 'recover' from the pandemic.

**Question 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.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

**Responses:**

- **A Healthier Mid and West Wales Programme Business Case.** Received in forward to presentations providing clear aspirations and timelines and this effectively with other Committees and brings side of working into one case.
- There have been a number of occasions where items on the PPPAC agenda have been considered to have an impact that is best dealt with by other Committees. Two examples have been:
  - The impact of digital projects on patient experience and treatment which the Chair discussed with the Chair of QSEAC as to the appropriate committee for pursuing this;
  - The impact of delays in the capital programme such as Women and Children's Phase 2 which again was discussed with the Chair of QSEAC.
- The vaccination programme has been discussed in various committees with oversight by PPPAC regarding the delivery plan.
- I believe PPPAC has aimed to give balanced airtime to the people, planning and performance elements of its responsibilities despite it being a particularly challenging year.
- PPPAC has also identified links and referred issues to Board and other committees as appropriate e.g. Audit Wales report on Ysbyty Glan Clwyd referred to ARAC and learning for the management of significant capital projects considered.
- A good example relates to RTT and the role of PPPAC in ensuring plans for recovery are noted and reviewed together with the impact on patients as a consequence which is the business of QSEAC. This has been discussed and considered with the Chair of QSEAC.

- **An increasing focus on strengthening connections between this Committee and QSEAC, given the interdependencies that exist across the domains covered by these committees.**

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

**Responses:**

- **As this transformation develops, we need to start more detailed information on the staff needs for future community services.**
- **A regular review of agendas between committee Chairs to ensure areas of mutual concern are identified and a single committee takes the lead.**
- **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.**
- **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 connection will be strengthened further as performance analysis improves and shines a much brighter light on interdependent issues – e.g. deteriorating access (waits) and their impact on quality and safety outcomes.**

**Question 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.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

**Responses:**

- **RAG data presented in some presentations difficult to understand hopefully this will change to SPC.**
- **The IPAR is received at each meeting and recent discussions and use of SPC charts is seen as a way of transforming the understanding of information – this has already commenced and is changing the nature of conversations about performance from “this is a concern” to “the system is not working how can this be changed”.**
- **Changes to performance report in recent Committee meetings.**
- **Reports to the Committee have evolved and developed throughout the year. The most significant development has been the review of the IPAR. Longstanding concerns about the size and accessibility of this report and the ‘pick and mix’ nature of the questions that arise from it have been addressed. Progress with the new format for 21/22 has been impressive given the challenges of this exceptional year.**
- **Workforce dashboard data – this is an area that has developed significantly in the last year providing a means of data triangulation both qualitatively and quantitatively.**

- It has pursued the ambition to elevate the quality of performance analysis so that it is improvement-oriented and intelligence-driven. This has not happened at the pace that it should have done in the Health Board, for many different reasons, but there has been clear acceleration in the last six months.

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

#### **Responses:**

- Utilise SPC data presentation.
- 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.
- Linked with the new planning objectives need to wider workforce metrics rather than the 3 which are reported to WG.
- 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.
- Embed and consolidate the early improvements made towards SPC implementation.

#### **Question 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 is supported by other Independent Members and the Executives to hold this learning space. The style is one of high support/high challenge.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

#### **Responses:**

- Reports had an excessive amount of information in them when we really just needed the relevant data to have reassurance that the work has been undertaken.
- As well as the SPC changes, the Committee has identified areas in other reports where the Committee needs to better understand what is happening. An example would be the changing nature of the Workforce and OD report where the Committee has requested the report focuses more on the outcome of the work than what is being done.
- The Chair is highly supportive of all who attend and provides encouragement where appropriate and also suggestions for improvement on report style.
- The PPPAC Chair is very effective, focused, has high expectations and clearly communicates these – and the style is definitely one of high support and high challenge. e.g. robust scrutiny of the Discretionary Capital Programme and Clinical Coding performance whilst recognising the difficulties of making progress in the pandemic.
- The Chair consistently encourages and supports questions and contributions, setting high standards of assurance while recognising the challenges faced, e.g. during the regular review of corporate risks.

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

**Responses:**

- 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.

**Question 6**

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.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

**Responses:**

- Very supportive of the Workforce & OD Team during this unprecedented time.
- When considering the Strategic Equality Plan, the Committee was challenging and asked there be more consideration as to how equality planning and action improves services and the working environment for our staff.
- Staff wellbeing plan has been a good example of continuous improvement and also challenge of the future vision for the service as demands change.
- Review of the effectiveness of the IPAR as mentioned above.
- Use of SPC charts and data management to inform discussions, provide assurance and the nature of decisions that are made.
- By encouraging the use of data for improvement through the SPC developments.

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

**Responses:**

- 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.
- 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.

- Improve the quality of presented papers by the use of more pertinent performance measures e.g. run charts, SPC etc.
- 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.

### **Question 7**

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.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

### **Responses:**

- Delivery of ratified policies.
- In this year, the Committee has been particularly concerned with the wellbeing of staff and this has been discussed regularly at Committee. The Committee has been particularly concerned about ensuring support is available when needed, that the resources needed are available and that Workforce & OD know they have the Committee's support in this area.
- Risks are regularly reviewed to ensure they are being actively managed.
- Not a specific example but I believe the Committee does work proactively in managing its workplan, primarily through the very effective leadership of the PPPAC Chair with clear guidance and support from the Board Secretary.
- Most of the agenda over the last year has been touched by the pandemic in some way. It has remained nimble and adaptable throughout.

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

### **Responses:**

- 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.
- 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.
- Sub-Committee will give greater scrutiny on workforce risks.
- 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).

### **Question 8**



Are there any domains of effective assurance which you think are not covered above? What are they?

**Responses:**

- **Reporting back from staff complaints.**
- **Not sure about a domain for effective assurance, but feel equality & diversity matters for whole HB particularly patient care is light on the agenda.**

For that missing domain/s.....

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

**Responses:**

- **Complaints and satisfaction surveys from patients.**

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

**Responses:**

- **Complaints and satisfaction surveys staff and also what follow up has been undertaken.**

**Question 9**

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. In your view:

What went well?

**Responses:**

- **The fast recruitment of staff needed for COVID-19, housekeeping, portering, vaccination staff, also extra healthcare assistants.**
- **Format and agenda during difficult times has been balanced well. Good that not all Executive Directors have been required to attend and linked with key agenda items.**
- **The focus on the need to provide more support for staff as the challenges of the pandemic increased and continued throughout the year. This included scrutiny of plans for recruiting additional staff and development of the Staff Psychological Wellbeing service.**
- **Ready adaptation to the changing needs of the organisation. Maintenance of effective governance and assurance outside the usual ways of working.**

Even better if...?

**Responses:**

- 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.
- What learning points should we take with us post-COVID-19?
- 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.

What learning points should we take with us post-COVID-19?

**Responses:**

- The apprenticeship programme which was developed pre-COVID-19 is going to be a huge benefit to us in the future.
- 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.
- 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.
- 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).

**Argymhelliad / Recommendation**

The People, Planning & Performance Assurance Committee is asked to:

- Discuss the responses from the PPPAC self-assessment exercise 2020/21.
- Consider any further improvements that could be made to improve the Committee's effectiveness.

<b>Amcanion: (rhaid cwblhau)</b>	
<b>Objectives: (must be completed)</b>	
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

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
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
Partion / 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

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Not applicable
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Not applicable
<b>Gweithlu: Workforce:</b>	Not applicable
<b>Risg: Risk:</b>	Not applicable
<b>Cyfreithiol: Legal:</b>	Not applicable
<b>Enw Da: Reputational:</b>	Not applicable
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Not applicable