



**PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL
STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 June 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Strategic Development and Operational Delivery Committee (SDODC) Self-Assessment Outcome Report 2023/24
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Maynard Davies, SDODC Chair Lee Davies, Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Jo Wilson, Director of Corporate Governance/Board Secretary

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to present to the Strategic Development and Operational Delivery Committee (SDODC) the outcome of the SDODC Self-Assessment 2023/24 process.

Cefndir / Background

In line with Section 10.2.1 of Standing Orders, the Board is required to introduce a process of regular and rigorous self-assessment and evaluation of its own operations and performance and that of its Committees and Advisory Groups. Section 10.2.2 also states that each Committee must also submit an annual report to the Board through the Chair within six weeks of the end of the reporting year setting out its activities during the year and including the review of its performance and that of any sub-Committees it has established.

A refreshed approach to the Committee self-assessment process was developed in 2023 which was intended to be proportionate, achievable and add value to the organisation's governance capability. For SDODC, this involved:

- Short digital form which requested feedback on the following areas:
 - governance and administration
 - Committee's inputs
 - Conduct of Committee meetings
 - Interface with other Committees, including the Board
 - Committee's impact
 - Individual role on Committee
- A facilitated, in-person workshop was undertaken to reflect on the Committee's effectiveness to date based on responses from the above digital form and feedback from auditors/regulators and other intelligence on how the Committee currently operates, where it has made an impact and what it has shone a light on; and the areas

where it could have done better. This was then used to enable a discussion on developing the Committee governance in the next 12 months and what it needed to:

- start doing,
- stop doing, and
- continue doing,

and what actions it would need to take to make this happen.

Asesiad / Assessment

The Head of Organisational Development facilitated a virtual workshop on 18 March 2024 which was attended by Independent Members and Executive Director Members of SDODC. As outlined above, this considered the Committee effectiveness over the previous 12 months, considered the Health Board’s current context and challenges, and agreed areas to be prioritised over next 12 months.

Look back at Committee’s effectiveness over previous 12 months...

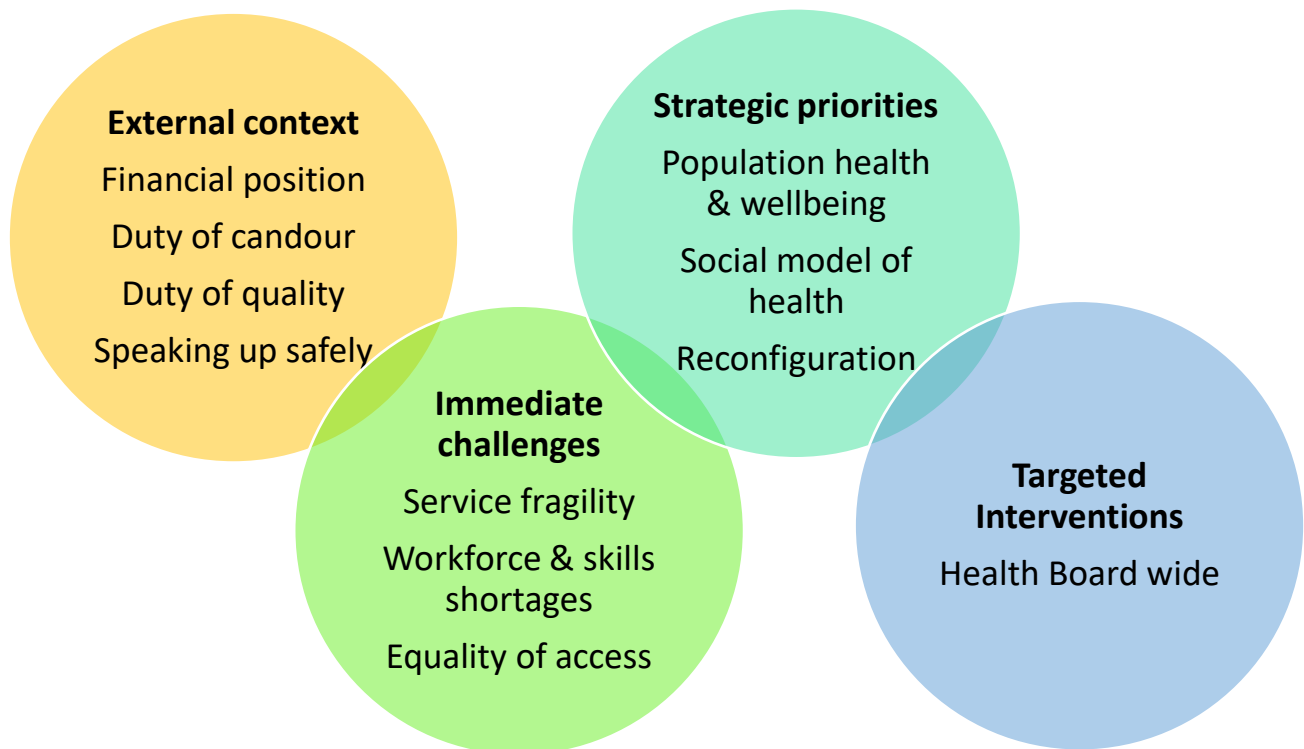
The below analysis was based on responses from the digital form and feedback from auditors/regulators and other intelligence on how the Committee currently operates:

We are really good at...	What we could do better...
<ul style="list-style-type: none"> • Clear Terms of Reference with a well-balanced cycle of business. • Improved reporting on performance. • Effective chairing, conducive to open, transparent and productive debate with constructive challenge from Independent Members (IMs). • Private meetings used appropriately. • Clear boundaries with other Committees, provides the Board with clear, concise information and gaps in assurance. • Robust and disciplined focus around planning and delivery. • Scrutiny of performance and delivery against Health Board plans and objectives. 	<ul style="list-style-type: none"> • Very long agendas due to planning objectives which limits discussion time on items and assurance that risks are being managed. • Timeliness, quality and length of reports/presentations which do not focus on significant matters, key milestones, impact and outcomes, and allow the Committee to be caught up in operational detail. • Scrutiny and challenge from the Board on matters reported by the Committee. • Receiving assurance on delivery of planning objectives, planning cycle is being taken forward in line with requirements/timescales, Health Board plans are aligned with partnership plans and risks are being managed by Sub-Committees. • Areas where the Committee has been unable to provide assurance to the Board or has deteriorated whilst being monitored by the Committee: <ul style="list-style-type: none"> ○ Estates risks and backlog ○ Production of Integrated Medium Term Plan (IMTP) ○ Some service performance areas as reported in Integrated Performance Assurance Report (IPAR) - Unscheduled Care, Mental Health Service, Cancer

- Coherence of Public Health strategies with other strategies
- Clearer alignment of Workforce and Financial strategies
- Alignment of Wellbeing of Future Generations with Public Health, service and A Healthier Mid and West Wales (AHMWW) strategy

Current context and challenges...

In order to set priorities for the next 12 months, it is important to understand the current challenges and what is being asked of the Health Board. These are set out below:



Setting the ambition for the next 12 months...

Prior to the workshop, Members had been asked via the digital form the following two key questions:

1. *Over the next 12 months what work should this Committee have "laser like vision" on in terms of assurance?*

The responses received included:

- Service change roadmap, aligned to finance, workforce and performance recovery.
- Rationalisation and alignment of costed plans to Clinical Services Plan, Primary Care Strategy, with workforce implications understood, and measurable milestones (if not met, what is the mitigation).
- Ensuring that the creation and delivery of a realistic Annual Plan which establishes a clear platform for moving forward to a balanced IMTP and improves the Board/ Welsh

Government (WG)/ All Wales (AW) confidence on the Health Board's clinical engagement, planning and performance delivery.

- Key areas for the success of the organisation: Unscheduled Care/ waiting times/ Mental Health and Cancer.
- Strategic estate plans.
- Accelerated Cluster Development and Clusters.

2. *What do you think should be the focus of the Committee's attention in the coming year?*

- Prioritising items in line with strategic objectives and operational imperatives.
- More discussion on triangulating risks from different angles, eg Reinforced Autoclaved Aerated Concrete (RAAC), financial deficit, workforce challenge.
- Presentation of the Annual WG Health Priorities and important performance metrics.
- Improving reporting templates and guidance.
- Executive discussion on matters prior to Committee meetings.

In order to focus on the above priorities, we are going to...

...Start...

- Using a targeted intervention lens to focus attention on right areas.
- Having more focus on public health at meetings, particularly in relation to prevention, impact and metrics, and how it will inform the Health Board's direction/strategy. (This also needs to be taken forward at Board level).
- Having more discussions on Primary Care and Community Services, including the shifting and commissioning of services.
- Having a focus on commissioning in general as there is significant amount of activity and spend undertaken through long term agreements on commissioned services).
- Restructuring the agenda to focus on key areas.
- Looking at how reports and papers are written and presented, emphasising the importance of asking clear questions, providing outcomes and assurance, and avoiding waffling.

...Stop...

- Having long presentations that don't allow time for questions.
- Asking unnecessary questions that do not add value.
- Duplication between Committees.
- Trying to cover everything in every meeting and instead prioritise deep dives into certain things at certain times.

...Continue...

- Being open, honest, courteous, kind and compassionate at Committee meetings.
- Being flexible and reprioritising items as they are added to the agenda as priorities will change in between meetings and agenda setting.

An ask and offer session was also undertaken with the outputs featuring as part of the July 2024 Board Development programme.

To Conclude

SDODC has a large remit and it can be challenging to have robust discussion when agendas are large and papers (and presentations) are not focussed on the issues that the Committee needs to know about. There needs to be an increased focus on commissioning, Community Care, Primary Care and Public Health, with focussed agendas and papers.

Actions to be taken forward:

Action	By whom	By when
Review Terms of Reference to reflect the targeted intervention key deliverables for the Committee	Lead Executive/ Director of Corporate Governance	June 2024
Consider how agendas and meetings are structured to ensure Committee has sufficient time to focus on and scrutinize key matters within its remit, suggestions included (1) strategy, delivery, estates and Public Health, (2) strategy, capital, population health, Primary and Community Care	Lead Executive/ Director of Corporate Governance	June 2024
Workplan to include commissioning, Primary Care, Community Services, Public Health	Lead Director	June 2024
Review report template to simplify reporting and strengthen focus on delivery, impacts and outcomes	Director of Corporate Governance	September 2024
Update report writing guidance for authors to reflect the need to focus less on process and more on delivery, impacts and outcomes	Director of Corporate Governance	September 2024
Provide clarity at Agenda Setting meetings the time allocated to focus on key issues and the senior managers who should be invited to present at meetings. This is now undertaken at each agenda setting meeting.	Chair and Lead Director	June 2024
Ensure outcomes are fed into the Board Development Programme	Assistant Director of Organisational Development	July 2024

Argymhelliad / Recommendation

The Committee is asked to **CONSIDER** the outputs from the SDODC Self-Assessment Workshop, and to **AGREE** the actions to be taken to improve its effectiveness.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	10.5 The Director of Board Governance/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

Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:

Ar sail tystiolaeth: Evidence Base:	SDODC Terms of Reference SDODC Self-Assessment digital form results Auditor and Regulator feedback through Structured Assessment, and Internal Audit
Rhestr Termau: Glossary of Terms:	Included within report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	SDODC Chair Director of Corporate Governance/Board Secretary

Effaith: (rhaid cwblhau) Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	Not applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	An effective SDODC should seek out areas of system weakness and facilitate an organisational culture that drives strategic development and operational performance.
Gweithlu: Workforce:	Not applicable
Risg: Risk:	An effective SDODC should drive improvement through scrutiny and challenge on the effective and efficient management of risks relating to strategic development and operational performance.

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