

BNSSG Primary Care Commissioning Committee (PCCC)

Date: Tuesday 26th March 2019

Time: 9:00am – 11:00am

Location: Vassall Centre, Bristol, BS16 2QQ

Agenda number: 12

Report title: Review of Committee Effectiveness

Report Author: Sarah Carr, Jenny Bowker

Report Sponsor: Sarah Truelove

1. Purpose

This paper presents the responses to the review of committee effectiveness questionnaire carried out in March 2019, highlights themes identified, and proposes areas for further consideration.

2. Recommendations

The Committee is asked to consider the collated responses to the review of effectiveness questionnaire and agree the next steps.

3. Executive Summary

As part of the CCG's annual governance review key committees of the CCG are required to review their effectiveness. In March 2019 a questionnaire was circulated to all members and attendees of the Primary Care Commissioning Committee that asked for views on different aspects of the Committee's effectiveness. Nine responses were received and these have been collated and are presented at appendix 1 with comments received. A total of 29 questions were asked.

Overall the responses were positive: 11 of the questions were answered as strongly agree/agree with no negative responses. These questions are below:

The committee has structured its agenda to cover all areas within its remit.
The committee ensures that the relevant CCG manager attends meetings to enable it to secure the required level of understanding of the reports and information it receives
Management fully briefs the committee relation to the key risks, assurances and gaps in control/assurance in a timely fashion
I feel sufficiently comfortable within the committee environment to be able to express my views, doubts and opinions.

I understand the information and messages discussed at meetings
When a decision has been made or action agreed I feel confident that it will be implemented as agreed and in line with the timescale set down.
Each agenda item is 'closed off' appropriately so that I am clear what the conclusion is; who is doing what, when and how etc. and how it is being monitored.
The committee actively challenges management to gain a clear understanding of key matters.
The committee Chair has a positive impact on the performance of the committee.
Committee meetings are chaired effectively and with clarity of purpose and outcome.
The committee Chair allows debate to flow freely and does not assert his/her own views too strongly.

Eight questions were identified using a threshold of more than one response that was 'disagree/strongly disagree or unable to answer'. Four of these questions had responses that were either 'disagree or strongly disagree', and no 'unable to answer responses'. These are highlighted below:

The committee has set itself a series of objectives it wants to achieve this year.
At the end of each meeting we discuss the outcomes and reflect back on decisions made and what worked well, not so well etc.
The committee provides a written summary report of its meetings to the Governing Body.
The Governing Body challenges and understands the reporting from the committee.
There is a formal appraisal of the committee's effectiveness each year which is evidence based and takes into account my views and external views.
The committee is clear about the complementary relationship it has with the other Governing Body committees.
The committee provides clear and timely reports to other Governing Body committees which set out the assurances they have received and their impact (either positive or not) on the organisation's assurance framework.
The committee Chair provides clear and concise information to the Governing Body on the activities of the committee and the implications of all identified risks, gaps in control and assurances.

The overall responses are positive. The committee is invited to consider those areas where more negative responses were provided and the potential actions that could be taken to mitigate these.

A range of comments were made by respondents. Whilst there were no clear themes a number of comments focused on the frequency of meetings and questioned whether bi-monthly meetings would be more appropriate.

Some suggested responses for the committee to consider include:

- Revisiting the Terms of Reference annually to reaffirm the objectives for the committee at the start of each year

- Developing a forward work plan for the year
- Ensuring that outcomes and actions are captured at the end of each agenda item
- Continuing to report on a quarterly basis to the Governing Body on the work of the committee

In addition, it is important to note that the relationship between the committee and the Governing Body differs from those of other sub-committees of the Governing Body given the arrangements for delegation of key functions. It may be helpful to consider adapting the committee effectiveness template to take this into account in the future.

4. Financial resource implications

There are no financial implications

5. Legal implications

There are no legal implications

6. Risk implications

There would be a risk to the CCG if the Committee was not operating effectively. The responses to the review do not indicate cause for concern regarding effectiveness.

7. Implications for health inequalities

There are no implications for health inequalities.

8. Implications for equalities (Black and Other Minority Ethnic/Disability/Age Issues)

There are no implications for equalities.

9. Implications for Public Involvement

There are no implications for public involvement.

Appendix 1 Primary Care Commissioning Committee Review of Committee Effectiveness
Appendix 2 Record of PCCC Attendance

Appendix 1

Review of Committee Effectiveness PCCC completed 2018/19

This simple tool is based on the Audit Committee Handbook effectiveness checklist and has been amended to fit the remit of the all of the CCG's Committees. It is designed to assist in assessing the effectiveness of the committees. The tool takes the form of a series of assertions which should be rated as strongly agree, agree, disagree, strongly disagree or unable to answer.

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Unable to answer	Comments/action
Theme 1 – Committee focus						
The committee has set itself a series of objectives it wants to achieve this year.	1	4	3		1	<ul style="list-style-type: none"> Forward agenda plan but no objectives. Could consider this for the committee was not appropriate for first year of committee
The committee has made a conscious decision about how it wants to operate in terms of the level of information it would like to receive for each of the items on its cycle of business.	3	4	1		1	
Committee members contribute regularly across the range of issues discussed.	4	4	1			
The committee is fully aware of the key controls, sources of assurance and who provides them, and who is responsible for mitigating the key risks to the organisation.	1	7			1	
The committee clearly understands and receives		8			1	

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Unable to answer	Comments/action
assurances and oversees controls to manage/operate key functions						
Equal prominence is given to all the areas within the Committee's remit.	1	7	1			
Theme 2 – Committee team working						
The committee has the right balance of experience, knowledge and skills to fulfil the role described in its terms of reference and CCG constitution.	3	5	1			Needs Practice Manager presence External out of area GPs identified in original ToR, however GP and medical director expertise is present. Deputies may be helpful when clinical leads can't attend. Some key stakeholders not always present. Would reducing frequency help to support capacity to attend consistently?
The committee has structured its agenda to cover all areas within its remit.	2	7				some discussion feels more operational. Could these discussions be held elsewhere with assurances received by the committee. this would reduce meeting length and potentially need to meet monthly?
The committee ensures that the relevant CCG manager attends meetings to enable it to secure the required level of	3	6				

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Unable to answer	Comments/action
understanding of the reports and information it receives						
Management fully briefs the committee relation to the key risks, assurances and gaps in control/assurance in a timely fashion		9				
I feel sufficiently comfortable within the committee environment to be able to express my views, doubts and opinions.	2	7				
I understand the information and messages discussed at meetings	3	6				
When a decision has been made or action agreed I feel confident that it will be implemented as agreed and in line with the timescale set down.	2	6				Not always as timescales are sometimes too short
Theme 3 – Committee effectiveness						
The quality of committee papers received allows me to perform my role effectively		8	1			<ul style="list-style-type: none"> On the whole, although some need to be more analytical and tailored for assurance purposes too many late papers
Members provide real and genuine challenge.	1	7	1			many members/attendees are unable to consistently attend which restricts the range of views at the meeting.
Debate is allowed to flow and conclusions reached without being cut short or stifled due to time constraints etc.		8	1			<ul style="list-style-type: none"> Agree with this, although a danger it crosses into detail of ‘interesting’ areas which can take time and

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Unable to answer	Comments/action
						<p>add limited value for this specific committee</p> <ul style="list-style-type: none"> debate is allowed to flow, however timings for papers for significant items can be restricted due to size of agenda, particularly in the first half of this past year. Helpful to consider alternative approaches to structure of committee for in-depth topics and also revisit whether all items on agenda need to go to PCCC or could be handled in alternative approach. The agendas for the last few months have tended to be shorted which suggest a bi-monthly approach could be developed.
Each agenda item is 'closed off' appropriately so that I am clear what the conclusion is; who is doing what, when and how etc. and how it is being monitored.		9				Most of the time
At the end of each meeting we discuss the outcomes and reflect back on decisions made and what worked well, not so well etc.		1	6	2		<ul style="list-style-type: none"> Not specifically Not specifically The agenda has not been set to specifically do this to date.

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Unable to answer	Comments/action
The committee provides a written summary report of its meetings to the Governing Body.	2	5	1		1	<ul style="list-style-type: none"> On a quarterly basis Minutes go to GB, also a quarterly primary care report detailing the work streams.
The Governing Body challenges and understands the reporting from the committee.		2	3		4	<ul style="list-style-type: none"> Limited to date. Do not attend GB and therefore not possible to assess this
There is a formal appraisal of the committee's effectiveness each year which is evidence based and takes into account my views and external views.	1	3			4	<ul style="list-style-type: none"> Though this is the first year I have not completed a full annual cycle of meetings First year.
Theme 4 – Committee engagement						
The committee actively challenges management to gain a clear understanding of key matters.	1	8				
The committee is clear about the complementary relationship it has with the other Governing Body committees.		6	1		2	Referenced in committee meetings.
The committee provides clear and timely reports to other Governing Body committees which set out the assurances they have received and their impact (either positive or not) on the organisation's assurance framework.		3	2	1	3	Unsure about this

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Unable to answer	Comments/action
Theme 5 – Committee leadership						
The committee Chair has a positive impact on the performance of the committee.	4	4				
Committee meetings are chaired effectively and with clarity of purpose and outcome.	3	4				
The committee Chair is visible within the organisation and is considered approachable.	5	2			1	Yes is approachable though is not a full time member of staff so not regularly seen
The committee Chair allows debate to flow freely and does not assert his/her own views too strongly.	3	5				
The committee Chair provides clear and concise information to the Governing Body on the activities of the committee and the implications of all identified risks, gaps in control and assurances.	1	4			3	Do not attend GB and therefore not possible to assess this.

