



Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board

Appendix 1



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Cwm Taf Morgannwg
University Health Board

Planning, Performance & Finance (PPF) Committee

Annual Report 2020/21

PLANNING, PERFORMANCE & FINANCE (PPF) COMMITTEE ANNUAL REPORT 2020/21

1. FOREWORD

I am pleased to present the Annual Report of the Cwm Taf Morgannwg UHB Planning, Performance & Finance (PPF) Committee for 2020-2021. The purpose of this report is to formally report on the work of the PPF Committee for the year ending 31 March 2021 in accordance with the Committee's Terms of Reference.

During the year my fellow Independent Members - Paul Griffiths, Ian Wells, Nicola Milligan and Philip White once again offered considerable knowledge and wide-ranging experience to the Committee. We were delighted to welcome our newest Committee Member, Patsy Roseblade in 2021, who has added to the range of expertise available via this Board Committee. Patsy has replaced Paul Griffiths as the Independent Member due to his recent retirement and I would like to extend my thanks to Paul for the valuable and extensive contribution he has made to the Committee during his period of membership.

I would like to express my thanks to all the officers of the Committee who have supported and contributed to the work carried out and for their commitment in meeting important targets and deadlines. I also wish to record my appreciation for the support and contribution given by the Independent Members.

2020-2021 has been very challenging during the ongoing Covid-19 pandemic with the standing down of some Committee meetings during this period and having to move to different ways of working virtually via Microsoft Teams and moving to consent agendas.

During July 2020, the Board approved changes to the Committee structures and remits. The Committee has now been renamed the Planning, Performance and Finance Committee with the Workforce element now being considered at the new People & Culture Committee.

During 2020/21 given the level of escalation having increased from 'Enhanced Monitoring' to 'Targeted Intervention' (as well as 'Special Measures' for the former Cwm Taf's Maternity Services) the Committee has continued to robustly scrutinise and challenge to ensure it continues

to provide the necessary assurances required by the Board around service performance in line with its remit.

In February 2021 the Committee extended a wider invitation to all Members of the Board who joined the meeting to ensure that there was a robust discussion and scrutiny of the Integrated Medium Term Plan and Annual Plan priorities responding to the continuing escalation status and the immediate recovery and resetting agenda, prior to its submission to Welsh Government at the end of March 2021.

The Annual Committee Cycle of Business was approved by the Committee at the meeting held in February 2021, which outlined the forward planning for the work of the Committee for 2021-2022.

I continue to advocate the promotion of a culture of continual improvement, and as usual look forward to the learning that will come from the self-assessment which is undertaken each year to reflect on the Committee's effectiveness.

Mel Jehu
Chair
Planning, Performance and Finance Committee



2. INTRODUCTION

The key function of the Planning, Performance & Finance Committee (PPF) is to provide scrutiny on behalf of the Board on all matters relating to Planning, Performance and Finance. The Committee provides a level of assurance to the Board that all appropriate actions are being taken to reduce risks in these areas.

As of July 2020 and due to the revised structures and remit of the Board Sub Committees, the newly formed Planning, Performance and Finance Committee was established with the Workforce element now being reviewed and considered at the People and Culture Committee.

The Committee meets on a bi-monthly basis following the Management Board where the initial management debate / scrutiny / action is taken. The Committee Chair presents exceptional issues to the Integrated Governance Committee (IGC). There is also the opportunity to refer key risks back to the Management Board or through reports from Committee Chair at full Health Board meetings.

All papers relating to the Committee (unless held 'in-committee') are available on the Health Board [website](#). The Committee aims to meet up to six times per annum to scrutinise the Health Board's planning, performance and financial management aligned to its Integrated Medium Term Plan commitments.

Key areas of activity for the Committee during 2020-2021 are outlined below:

- Active involvement in the development and approach to the 2021-2022 Integrated Medium Term Plan and Annual Plan.
- Routinely reviewed and scrutinised the Health Board's integrated performance dashboard.
- Reviewed and scrutinized the response and associated decisions made by the Covid-19 Gold, Silver and Bronze Command meetings of CTMUHB.
- Routinely, reviewed and scrutinised financial performance, such as the development of savings plans, budget setting, delivery of agreed savings plans including efficiency savings and the Monthly Monitoring Returns to Welsh Government.
- Reviewed and scrutinised a report on the establishment of a non Covid-19 Essential Services Cell.
- Reviewed and scrutinised a report on the early opening of the Grange University Hospital.

- Reviewed and scrutinised a report on the NHS Wales Covid-19 Operating Framework for Re-Setting of CTM Services.
- Reviewed assigned organisational risks.

Interim Changes to our Board and Committee Framework due to Covid-19

Over the spring period of 2020 the frequency of Board meetings was increased to ensure any business critical matters were received. The reduction in Board Committee meetings initially applied to all of the Board Committees with the exception of the Audit and Risk Committee and Quality and Safety Committee, as these were felt to have a critical role in scrutinising decisions to ensure actions relating to the pandemic were quality and risk assessed. However the Planning, Performance and Finance Committee resumed its meetings initially in May 2020, to review financial decisions relating to CTMUHB's response to Covid-19.

Over the summer and autumn period of 2020, the remainder of the Board Committees began to meet again as levels of Covid-19 decreased. In response to a Covid-19 infection rate surge in December 2020, a decision was taken to once again stand down the majority of the Board's Committees during January and February 2021. As previously, the Audit and Risk and Quality and Safety Committee continued to meet during that period and there was also a meeting of the Planning Performance and Finance Committee in February 2021 to consider business critical matters that related to finance and the development of the CTMUHB Integrated IMTP.

The stood-down Committees were reinstated from the 1st March 2021.

3. MEMBERSHIP

Only the Independent Members are formal members of the Committee, however, they are joined at the meeting by Executive Directors and other Senior Officers as appropriate. Other Independent Members from other Health Boards, representatives from Internal Audit, Audit Wales and Welsh Government have also attended the meetings on occasions.

The role of the Independent Member of the Committee is to provide appropriate scrutiny and assurance to the Board independently of the management decision-making processes. The tables below outline the membership of the PPF Committee during 2020/21:

Table 1 – Composition of Independent Members

Independent Member
Mel Jehu (Chair)



Paul Griffiths (Until December 2020)
Ian Wells
Nicola Milligan
Philip White
Patsy Roseblade (From 1 st March 2021)

3.1 MEETING ATTENDANCE

The Planning, Performance & Finance Committee met on five occasions during 2020/21:

Name:	19/5/20	21/7/20	20/10/20	21/12/20	25/02/2021
Core Membership					
Mel Jehu	√	√	√	√	√
Paul Griffiths			√	√	
Ian Wells	√	√	√	√	X
Nicola Milligan	√	√	√	√	√
Philip White	√	√	√	X	X
Patsy Roseblade					X Observing prior to commencement on the 1 st March 2021
In Attendance Only					
Marcus Longley	√				√
Maria Thomas	√				√
Dilys Jouvenat	√				√
James Hehir	√				√
Jayne Sadgrove					√
Alan Lawrie	√	X	X	X	
Gareth Robinson					√
Clare Williams	√	√	√	√	√
Georgina Galletly	√	√	√	√	√



Steve Webster	✓	X	✓	✓	✓
Mark Thomas		✓			
Ruth Treharne	✓				
Emma Samways	✓		✓	✓	✓
Paul Dalton		✓			
Mark Jones	✓				
Sara Utley	✓	✓	✓	✓	✓
Cally Hamblyn	✓	✓	✓		

4. MAIN AREAS OF FINANCE PERFORMANCE & WORKFORCE COMMITTEE ACTIVITY

The agenda for each meeting follows a standard format, broken down generally into six main parts:

- Preliminary Matters
- Planning
- Performance Dashboards
- Finance report
- Items for exception reporting, information or update
- Forward Work Programme, Highlight Report and items to be referred to other Committees

PART 1

Preliminary Matters

This section provides the apologies for absence, welcome and introduction, declarations of interest, previous meeting minutes, matters arising and the action log.

PART 2 – MAIN AGENDA

Planning

This section of the meeting reviews and monitors the process for the development of the Integrated Medium Term Plan (IMTP), scrutinises strategic



or major service plans, monitors and scrutinise the efficient prioritisation of capital schemes, capital plans, capital programmes and business cases.

Performance

This section of the meeting reviews the Integrated Performance Dashboard, which covers all Tier 1 targets set by the Welsh Government as well as critical, local targets.

The dashboard accompanied by a covering report highlights key performance areas which include those:

- under formal escalation with Welsh Government,
- where a cause for concern to the Committee has been raised due to fluctuations in performance levels being attained,
- demonstrating considerable improvements in performance.

The Dashboard is reviewed for changes from the previous month, trends throughout the year and determines the areas that will be discussed in more detail. The report highlights areas that will be brought forward onto the 'Forward Look', which is generally determined by those areas that have shown deterioration over two consecutive months. The Director of Planning and Performance or a suitably nominated deputy presents the Integrated Performance Dashboard. Key areas for further detailed discussion are then produced for exception reporting or are requested as part of a 'deep dive' financial presentation or for clinical efficiency review and discussion. Comparative information is also presented and discussed on a quarterly basis.

As of June 2020 the Workforce Dashboard is being scrutinised by the newly formed People and Culture Committee, in line with the revised changes to Sub Committees of the Board.

Finance

This section of the meeting monitors risk to financial delivery including mitigating actions to manage risk. Monitors the delivery of financial plans and savings programmes. Monitors activity and productivity including operational efficiency and effectiveness.

Items for exception reporting, information or update

Throughout the year, various high profile issues have been presented to the Finance, Performance & Workforce Committee by way of exception. These include reports produced by Wales Audit Office on an all-Wales basis.

Other reports included:

- Covid-19 Response and Associated Decisions
- NHS Wales Operating Framework and Non Covid Essential Services Cell

- Re-setting CTM Operating Framework
- Organisational Risk Register
- Update on Balance Sheet Reporting
- Early Opening of the Grange University Hospital

Forward Work Programme and items to be referred to other Committees

Items for Information/Update

Items that have previously been presented may be placed on a future agenda for a written update or further information. These are received at this point by the Committee. In addition, papers of interest to members may be included in this section.

Forward Look

The 'Forward Look' plan for the Committee is reviewed at each meeting to ensure that it is still targeted at the appropriate risk areas. Issues raised during the Health Board's monthly meetings with Welsh Government's "Quality and Delivery Group" are presented as required.

Links with Other Committees/Boards

The Directors on the Committee provide this linkage to the Executive Board. Key risk areas from the Planning, Performance & Finance Committee were highlighted at Integrated Governance and/or full Board meetings by the Committee Chair.

Key elements, including any patient specific risks, were also taken into account at the Quality and Safety Committee; an important link is made by the Chair of the Quality and Safety Committee and lead directors as appropriate.

The Committee Chair is able to refer items to other Board Committees as felt appropriate. There are three questions that the Committee are required to consider: What is the issue being referred? Why are the Committee seeking the referral? What is the outcome anticipated as a result of the referral.

During this period the following referrals were made:

- Performance Dashboard – Return to Work Compliance – Referred to People and Culture Committee.



5. ACTION LOG AND REPORTS TO BOARD

In order to monitor progress and any necessary follow up action, the Committee has developed an action log that captures all agreed actions. This has provided an essential element of assurance both to the Committee and from the Committee to the Integrated Governance Committee and the Health Board. Following each meeting of the Committee a summary report is submitted to the next Board meeting to update all Board Members as to any decisions made, referrals to other committees or particular concerns the Committee had. These are available via our website.

6. GOVERNANCE

The Committee provides an essential element of the overall governance framework for the organisation and intends to develop its function still further in the forthcoming year.

The Terms of Reference for the Committee provide a robust commitment to monitor performance, workforce and finance via the following methodologies:

- a formal escalation protocol, which allows the Committee to deal with concerns in relation to key areas of performance, ultimately bringing a matter to the attention of the UHB Board if necessary;
- the presentation of the most recent data (even where this is an un-validated position) to allow the organisation's performance to be benchmarked where necessary;
- scrutiny of efficiency measures and targets on a quarterly basis.

It is important to note at the time of writing this report terms of reference have been developed to support the Planning, Performance & Finance Committee.

7. COMMITTEE ANNUAL SELF-ASSESSMENT

The Committee is required to complete an annual self-assessment and the questionnaire is undertaken via Survey Monkey. This year's self-assessment will be completed in June 2021 and the outcome will be received at the August 2021 meeting.

8. CONCLUSION AND ASSURANCE TO THE BOARD

The Planning, Performance & Finance Committee wishes to assure the Board that on the basis of the work completed by the Committee during 2020/21 there are effective measures in place both to ensure the delivery of the key financial, planning and performance targets and to effectively scrutinise and

monitor this important area. There are no outstanding issues that the Committee wishes to bring to the attention of the Board.

In terms of its financial responsibilities, The Organisation reported a draft surplus of £0.1m in 20/21 and has achieved the financial duty to break even against its Revenue Resource Limit over the 3 year period 2018/19 to 2020/21 with a cumulative surplus of £1.0m.

During 2020/21, the Health Board received £101.7m of Welsh Government Revenue funding and £11.1m of capital funding to deal with the impact of Covid-19. Total revenue funding of £128.6m was made available to the Health Board but £26.9m was forecast as unable to be utilised, largely due to workforce availability constraints, and was therefore returned to the Welsh Government.

The Health Board's recurrent deficit position has increased over the planned level during 2020/21 and, as at 31 March 2021, this is now estimated at £33.9m. This deterioration is mainly due to shortfalls in savings delivery due to focus on the response to Covid-19.

To support the Health Board's response to the Covid-19 Pandemic where non-essential work was necessarily reduced in order to free capacity and allow staff to focus on the emergency response to COVID-19, a Planned Care Recovery Programme has been developed to restart elective services. An Elective Care Recovery Programme Board has been established to deliver the recovery plan, meeting weekly to agree detailed activities and monitor delivery.

In terms of the Integrated Medium Term (Annual) Plan (IMTP), the Health Board submitted its draft Annual Plan to Welsh Government at the end of March 2021. Welsh Government has recognised the ambition within the plan and the work currently being undertaken on partnership working. Further work is planned on greater triangulation between workforce and financial planning aspects and more emphasis on some of the detail regarding improving capacity and how this would be utilized prior to submitting the final plan to Welsh Government at the end of June 2021.