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Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board

Planning, Performance & Finance Committee Meeting

**Unconfirmed Minutes of the meeting held on
21 December 2020
2:00 pm – Via Microsoft Teams**

Present

Mel Jehu	Independent Member (Chair)
Nicola Milligan	Independent Member
Paul Griffiths	Independent Member

In attendance

Georgina Galletly	Director of Corporate Governance/Board Secretary
Emma Samways	Internal Audit
Claire Nelson	Assistant Director of Planning
Alan Roderick	Assistant Director for Performance & Information
Steve Webster	Executive Director of Finance
David Jenkins	Independent Advisor to the Board
Kathrine Davies	Corporate Governance Manager

PPF/20/079 **WELCOME AND INTRODUCTIONS**

The Chair **WELCOMED** everyone to the meeting, including David Jenkins, Independent Advisor to the Board and Claire Nelson who was attending on behalf of Clare Williams, Executive Director of Planning & Performance (Interim).

Members were advised that the first part of the meeting would be run in accordance with the consent principles and therefore it was assumed that all Members had read the papers beforehand. Any queries in relation to the papers before the meeting had been circulated to Members with the subsequent responses.

PPF/20/080 **APOLOGIES FOR ABSENCE**

Apologies were **NOTED** from Clare Williams, Ian Wells, Phil White and Cally Hamblyn. Members of the Committee expressed their condolences to Ian Wells and his family on their recent bereavement.

PART 2 - CONSENT AGENDA

PPF/20/081 **MINUTES OF THE PREVIOUS MEETING HELD ON 20 OCTOBER 2020**

The minutes of the meeting held on 20 October 2020, were **RECEIVED** and **APPROVED**.

PPF/20/082 **COMMITTEE SELF-ASSESSMENT ACTION PLAN**

A question had been raised by an Independent Member in advance of the meeting and had now been responded to (**see Appendix 1**)

Members **RECEIVED** and **APPROVED** the Self-Assessment Action Plan.

PPF/20/083 **EARLY OPENING OF THE GRANGE**

A question had been raised by an Independent Member in advance of the meeting and had now been responded to (**see Appendix 1**)

Members **RECEIVED** and **NOTED** the report.

PPF/20/084 **TO RECEIVE AN UPDATE ON THE ACTION LOG**

Members **RECEIVED** and **NOTED** the Action Log.

PPF/20/085 **MONTHLY MONITORING RETURNS TO WELSH GOVERNMENT – MONTH 8**

The Committee **RECEIVED** and **NOTED** the Monthly Monitoring Returns for Month 8 that had been submitted to Welsh Government.

MAIN AGENDA

PPF/20/086 **MATTERS ARISING NOT CONSIDERED IN THE ACTION LOG**

The Chair confirmed that questions had been raised in advance of the meeting and had now been responded to. (**see Appendix 1**)

PPF/20/087 **APPROACH TO DEVELOPING THE IMTP FOR 2021/2024**

Members **RECEIVED** the report that was presented by C. Nelson. Members were advised that the draft Plan had been discussed in detail at the Management Board meeting on the 2 December 2020. Members **noted** that in order to meet the Welsh Government submission date of the end of March 2021, the final Integrated Medium Term Plan (IMTP)

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would be presented for approval at the Board Meeting to be held on 25 March 2021. An update on progress would be provided to the Board Meeting on the 28 January 2021 with an opportunity for wider discussion during the February Board Development Session.

Members queried how realistic the one year plan was, given that circumstances were changing so quickly with regard to Covid-19. It was confirmed that the Plan had been updated last week, there were some concerns in relation to Quarters 3 and 4 and elective work. Work was progressing to re-build recovery and clear urgent backlogs by the end of March 2021 and how this would be managed alongside the category 4 cohort of patients. However, the importance of the Plan for next year could not be underestimated with the roll-out of the vaccination programme, planned care etc. and so many moving parts, it would be very difficult to predict the shape of the Plan.

Members were advised that the Health Board were progressing with the Strategy that had been mentioned in the Chief Executive's 100 day briefing recently and were hoping to conclude by March 2021, however due to the current situation that would now be unlikely.

The Committee **RESOLVED** to:

- **NOTE** the approach to developing the 2021-2024 IMTP

PPF/20/088

PERFORMANCE DASHBOARD

Questions had been raised by an Independent Member in advance of the meeting and had now been responded to (**see Appendix 1**)

Members **RECEIVED** the report that was presented by Alan Roderick.

Members discussed and noted the following key matters that had been highlighted:

- Patient flows into Prince Charles Hospital from Powys and North Gwent and the possible impact of the strategic changes in the Aneurin Bevan Health Board area with the opening of the Grange University Hospital. Members discussed the proposed mitigating actions with regard to Emergency Nurse Practitioners (ENP's) and were concerned about the length of time required to train ENP's. It was advised that a model on "see and treat" had been developed in the Princess of Wales Hospital and a proposed adoption of new measures in the Accident and Emergency Department was at the forefront for the Merthyr and Cynon Integrated Locality Group (ILG). Members also queried whether there was training undertaken for current Advanced Emergency Department Nurse Practitioners. It was advised that these were

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two aspects of planning that could be considered as priorities for funding when the Welsh Government allocations were received and this would be looked into outside of the meeting as an action. **(Action)**.

- Re-Setting Elective Services - Members were advised that the overall levels were well below those delivered at the same time last year and in addition, the plans to increase activity levels from mid-September had been adversely affected by the Covid-19 outbreak.
- Referral to Treatment (RTT) – The total number of patients waiting on a RTT pathway had increased steadily over the past four months to over 80,000, having been static at around 62,000 since the autumn of 2019. Whilst elective referrals were now returning to pre-Covid levels, elective treatment capacity continued to be restricted to urgent cancer patients only, given the volume of Covid patients currently occupying hospital beds.
- Cancer Services – Members were advised that elective patients were continuing to be treated the current capacity was not at the level that it was pre Covid-19.
- Vaccinations – Members **noted** that these were now in excess of 2300 and would be increasing daily. The vast majority were currently staff and a programme of improvement was being developed for ESR. Members queried whether staff who were shielding were being prioritised so they could return to work. It was advised that this would be queried outside of the meeting. **(Action)**.
- Elective Waiting Lists –There were almost 20,000 patients waiting over 52 weeks. A recovery programme could take at least up to three years and would involve a significant amount of additional capacity.
- Neuro Development Services – Members discussed the current waiting times for the Neuro-developmental service and raised concern about the length of time patients were waiting for an assessment and prioritisation. The Committee **noted** that there were capacity issues within the team and **agreed** to refer this matter to the Quality & Safety Committee. **(Action)**.

The Committee **RESOLVED** to:

- **NOTE** the report.

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ORGANISATIONAL RISK REGISTER

Members **RECEIVED** the report that was presented by G. Galletly.

Members **NOTED** the following key highlights:

- There were no risks escalated, increased or decreased for this period.

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- Members were advised that Gold Command had been re-established in September 2020 due to the rise in Covid-19 infection rates. As a result of this, a Gold Command Risk Log had been developed and was being held separately to the Organisational Risk Register. The Log was updated weekly following the Gold Command meetings and was shared with Board Members through the Admin Control portal. Members were advised that the risks would be transferred to the Organisational Risk Register, if appropriate, when the Gold Command was stood down.
- Members discussed risks, 20, 2 and 16 and queried how often these were updated. It was advised that there was a timing issue, the risks were currently being refined and re-framed during December and a more up to date and cohesive reflection on the risks would be received by the Management Board at its January 2021 meeting.

Members were requested to contact the Director of Governance outside of the meeting if there was anything that they required to be reflected within the Risk Register. **(Action).**

The Committee **RESOLVED** to:

- **REVIEW** the PPF risks escalated to the Organisational Risk Register at Appendix 1.
- **CONSIDER** whether the Committee can seek assurance from the report that all that could be done was being done to mitigate the risks.
- **NOTE** the recommendations in relation to New Risks.

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MONTH 8 FINANCE REPORT

Members **RECEIVED** the report that was presented by S. Webster

Members **NOTED** the following key highlights:

- Following the resetting of budgets in Month 7 to take account of the significant additional allocations for Covid from the Welsh Government, actual expenditure in Month 8 was £2.3m under those reset budgets. This followed the £0.6m underspend in Month 7, taking the cumulative underspend since the resetting of budgets to £2.9m.
- Expenditure was increasing in response Covid-19, however not as significantly as had been envisaged in the Quarter 3-4 Plan.
- Workforce constraints remained significant, which was part of the reason for expenditure being contained within the Quarter 3-4 Plan.
- With regard to the forecast year end expenditure against budget, the most recent forecast was now showing an underspend of

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£12.0m which had increased from the £9.2m previously forecast due to lower than planned spend in Month 8. Members were advised that a Board Briefing would be held on 23 December 2020 to discuss in more detail and feedback from Audit Wales on any need for prior year adjustment was awaited. Members were requested to consider their risk appetite around contingencies prior to the Wednesday Board Briefing.

The Committee **RESOLVED** to:

- **NOTE** the report

PPF/20/091 **UPDATE ON BALANCE SHEET REPORTING**

Members **RECEIVED** the report that was presented by S Webster.

Members were advised of the proposed accounting methodologies for 2020-21 and the planned further review for 2021-22 and **noted** the potential risk of a prior year adjustment and the associated implications that had been discussed during the Month 8 Finance Report.

The Committee **RESOLVED** to:

- **NOTE** the proposed accounting methodologies for 2020/21 and the planned further review for 2021/22
- **NOTE** The potential risk of a Prior Year Adjustment in 2020/21 and the associated implications
- **NOTE** the ongoing review of the projected Balance sheet for 2020/21
- **NOTE** the learning points in Section 3.3 of the report.

PPF/20/092 **FORWARD WORK PROGRAMME**

Members **AGREED** that this would be up-dated outside of the meeting.

PPF/20/093 **COMMITTEE HIGHLIGHT REPORT**

Members **AGREED** that this would be considered outside of the meeting and shared with colleagues before submitting to Board on the 28 January 2021.

PPF/20/094 **ANY OTHER URGENT BUSINESS**

The Chair advised Members that this was Paul Griffiths last meeting due to his pending retirement as an Independent Member. The Chair and the Committee paid tribute to Paul for his outstanding service and contribution made over the last three years and wished him well for his retirement.

DATE OF THE NEXT MEETING

The next meeting of the Planning, Performance & Finance Committee was scheduled for 24 February 2021.

Signed

M Jehu, Independent Member

Date