

Cover Sheet

Council of Governors Meeting: Monday 3 April 2023

CoG2023.08

Title: Performance, Workforce and Finance Committee Report

Status: For Information

History: Report from PWF to Council

Lead: Committee Chair

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Confidential: No

Key Purpose: Strategy

Performance, Workforce and Finance Committee Report

1. Purpose

- 1.1. This paper forms part of the Performance, Workforce and Finance Committee's regular reporting to Council of Governors, providing Council with a summarised report highlighting key Committee business and issues arising from its meetings.

2. Background

- 2.1. The remit of the Committee is to consider, for the Council of Governors, matters concerning the performance of the Trust against key standards and how the Trust's Board of Directors obtains assurance about this; matters concerning the planning and development of the Trust's workforce and how the Trust's Board of Directors obtains assurance about this; and matters concerning the Trust's financial position and planning and how its Board of Directors obtains assurance about this.
- 2.2. Since the last meeting of the Council of Governors the Committee held a meeting on 22 February 2023. The main issues considered and discussed at this meeting are set out below.

3. Annual Plan 2023/24

- 3.1. The committee's time at this meeting was focused on Annual Planning for 2023-24, one of the core duties of this committee. This was a substantive discussion providing a key opportunity to consult with governors on the content of the Annual Plan and to consider how the Trust Board receives assurance on the development of the plan and opportunity to input into strategic focus for 2023-24 through this discussion.
- 3.2. At this session, the committee was joined the Chief Finance Officer who delivered a presentation on the planning approach for 2023-24. The presentation provided an overview of governance, the planning approach, planning outputs, targets and objectives with key deliverables for 2023-24 set out against the Trust's strategic objectives. The Chief Financial Officer also updated the committee on some of the key initiatives for delivery from the Clinical Strategy.
- 3.3. The committee was advised that the Annual Plan was in draft at the time of the meeting and there would be further work prior to presentation at the March Trust Board. The Trust wanted to give the best possible clarity to budget holders from the 1 April, but it was anticipated that there would be further steps after this date as it was anticipated there would be further returns and negotiations required prior to finalisation of the plan. There

had been late publication of national guidance which had posed constraints to the process. The Council would be updated on the latest position at their April meeting.

- 3.4. The Committee heard that this year a narrative document would be produced, alongside other communication tools, to support the dissemination of the key elements of the plan to staff to support delivery.
- 3.5. The Committee considered and identified a number of areas related to the planning approach and the plan itself.
 - 3.5.1. The committee considered planned work already in place related to the regulatory priorities, operational and quality improvement plans and other urgent and important multi-year programmes and how these priorities were factored into the annual planning process. It was said whilst all these areas were important, the Annual Plan represented core priorities, with the understanding that there were multiple priorities within a Trust of the scale and complexity of Oxford University Hospitals.
 - 3.5.2. The Committee heard about operational standard requirements. The challenge of making decisions about prioritisation and balancing national and local priorities was discussed. For example, locally the Trust would maintain focus on the delivery of the people plan and matters related to staff wellbeing, even though there may not be explicit standards related to this. It was said that to have the freedom to deliver on local strategic objectives there is a need to meet the standard requirements. Furthermore, to achieve the objectives in the Annual Plan, one needed to be Well-Led, Digitally First etc. to deliver targets effectively. So, whilst the Annual Plan presented the headline measures, other initiatives and plans were essential to underpin successful delivery.
 - 3.5.3. The challenge of making prioritisation decisions that meet both operational standards and local strategic and clinical priorities was discussed. The committee heard about the groups that informed decision making. A core oversight group, that included Director level staff across the Trust, focused on aligning key assumptions and proposals. A working group managed the technicalities and key tasks and the business planning group reviewed business cases.
 - 3.5.4. The committee discussed the role of the board, considering the range of mechanisms they have for providing oversight, which is primarily through the formal Board structure, including the Integrated Assurance Committee and Trust Management

Executive, with other Non-executive touch points through more informal dialogue with Executive directors and individual feedback where a non-executive has special expertise, though care is taken that non-executives do not get overly involved at an operational level.

- 3.5.5. The committee asked if there was a peer review process to which it was explained that there were elements of peer review via regular meetings of Chief Finance Officers (and other similar meetings) that include review of comparative performance data. The finance team also cross-checked data against other Trusts.
 - 3.5.6. The committee asked for further detail about the role of the ICB and ICS in the planning process. It was clarified that there was a need for plans submitted to NHS England to align with the plan submitted from the ICS. There were also other more informal problem solving and strategy setting discussions with Chief Officers and other ICS members. Notwithstanding this joint work, it was noted that most work was undertaken at Trust level, with the joint ICS work being focused particularly on some of the areas of change, e.g., virtual wards.
 - 3.5.7. It was noted that the ICS was currently holding unallocated funding and specialist commissioners had not released all funding. The Trust deficit reported only factored money currently allocated and would be reduced as further funding is allocated.
 - 3.5.8. The committee considered the national debate about a drop in NHS productivity levels despite increasing resource. A big data project was underway to understand this situation. A future committee discussion may be planned about this matter.
 - 3.5.9. The committee were advised that risks of meeting all major requirements were broadly consistent with the experience of other similar Trusts.
- 3.6. Council would be updated on progress with the Annual Plan at their next meeting.

4. Annual Plan

- 4.1. A draft schedule of business is outlined below.
- 4.2. The Council are asked to comment on the plan and to consider whether to commission work from the Committee within its scope.

- 4.3. The committee would like to recognise the contribution of Board members to the discussions, and looks forward to welcoming new Board members in due course.

Meeting	Item	Detail
26 April 2023	Systems working and urgent care pathway	
	Workforce update	Potential to discuss workforce 'hot spots' or staff survey (Council to define focus of this item) There will also be consideration of the 'staff wellbeing' matter previously highlighted to Council and the issue re. staff sickness policy implementation.
13 September 2023	Annual review of committee effectiveness and Terms of Reference	To review the extent to which the committee has met its Terms of Reference, determining if they have been effective, and whether further work or changes to the Terms of Reference are required.
	Updated Integrated Performance Report (IPR) and information needs of governors	The IPR has been reviewed. Time to look at use of IPR and other performance information needs of governors.
	NHS productivity and resource (TBC)	Understanding productivity challenge – informed by big data project (TBC)
6 December 2023	Financial position update	
	Other areas defined by Council	

28 February 2024	Annual Planning	
	Workforce update	Regular item

5. Recommendations

- 5.1. The Council is asked to **note** and **comment on** this update.
- 5.2. The Council is asked to comment on the annual plan of business and to agree the focus of the workforce update at the April meeting so that the committee spends time on issues of most relevance to the Council.