

## Council of Governors

### Item 11.7

**Subject:** Integrated Performance Committee Annual Report 2021/22  
**Date of Meeting:** Tuesday 26<sup>th</sup> April 2022  
**Prepared by:** Karen Edge, Chief Finance Officer  
**Presented by:** Karen O-Hagan, Chair of Integrated Performance Committee

BAF Ref	Impact on BAF
BAF 2 and BAF 7	Report confirms that the committee is working effectively to provide assurance to the Board of Directors.

### 1. Executive Summary

The Integrated Performance Committee (IPC) has met 4 times during the financial year 2021/22.

The committee's main priority is to review and scrutinise assurances that the Trust is operating and will continue to operate within the terms of its licence, regulatory requirements and statutory obligations.

The work of the committee has continued to be focused on management of risk arising from the COVID-19 pandemic, recovery and the interim financial regime. The committee identified risks associated with the delivery against the CIP programme given the scale of the programme and continued focus on recovery and also the deployment of capital resources resulting from system constraints on spending

In addition, the impact of COVID-19 on activity has been a key consideration and recovery trajectories and performance have been scrutinized throughout the year.

The Terms of Reference have been reviewed in January 2022 and no changes proposed.

This paper provides an overview of progress against each of the objectives set out within the committee Terms of Reference and concludes that the Committee has met all of its objectives. However, it should be noted that the operational and financial performance of the Trust has continued to be impacted significantly in 2021/22 by the COVID-19 pandemic and the response arrangements that have been put in place.

Recovery will continue into 2022/23 and addressing the backlog of activity and achieving financial sustainability will be a priority, taking into account the planned changes in the NHS landscape. The impact of the external environment and trajectory of recovery will be a key focus for the committee balancing the internal recovery with providing system wide mutual aid for the benefit of patients.

## 2. Delivery of Objectives set by the Board of Directors

A summary of progress against each of the agreed objectives is shown below.

	Terms of Reference	Evidence to support delivery	Outstanding Issues/Actions
(i)	Annual Plan and in-year NHSI Returns	<p>The Financial year was split into two planning periods; H1 (Apr-Sept 21) and H2 (Oct-Mar 22). Plans were submitted in line with the interim financial regime and the requirement to achieve a break-even position at a system level. IPC and Board of Directors received the summary financial plan in April 2021 with an update of H2 in Sept.</p> <p>The Committee have focused on Capital and CIP performance and the risks associated with delivery.</p> <p>It also reviewed progress of the SLR strategy and gave authority for submission of the 2020/21 National Cost Collection as this was required before the date of the October meeting</p>	<p>CIP delivery remains a significant risk for financial sustainability going into 2022/23 with the uncertainty of the financial regime with the current year being concluded with significant levels of non-recurrent funding.</p> <p>Performance risks continue as a result of the backlog of patients arising from the reduction in activity during the COVID pandemic. These pressures will continue into 2022.</p>
ii)	Integrated Governance	<p>The Committee has reviewed relevant financial and performance reports for 2021/22 and noted the challenges arising from the COVID-19 pandemic impact upon performance in relation to RTT and Diagnostic targets and the underlying, recurrent financial position.</p> <p>CIP monitoring and delivery has received an enhanced focus in 2021/22 as a result of the risk to delivery and slippage on progress in the early part of the year due to the impact of the pandemic on annual planning in Q4 2019/20.</p> <p>The ACHD service transitioned with a backlog of patients for follow up and the resulting action plan has been scrutinised and the progress noted in mitigating the clinical risk and trajectory for recovery.</p>	<p>The committee has considered the impact of COVID-19 and the change in the financial regime on the delivery of recurrent CIP and has requested additional assurance on progress which has been provided.</p>

	Terms of Reference	Evidence to support delivery	Outstanding Issues/Actions
		The Treasury management and credit card policies were reviewed in year and minor amendments noted and agreed.	
(iii)	Regulatory and statutory guidance	Received updates on new and emerging guidance from regulators and external agencies where relevant to its remit. For example, in relation to the interim financial regime and capital allocations for 2021/22.	Planning guidance continues to be subject to delay and be interim in nature whilst the NHS transitions from the pandemic response; but is shared when published.
(iv)	Risk	<p>The committee identified and received assurances in relation to a number of risks identified during the course of its work.</p> <p>For example, the committee has also identified risk associated with the delivery against the CIP programme and the impact on the Trusts longer term financial sustainability as well as the risk associated with recovery and receipt of Elective Recovery Funding.</p>	<p>Continued focus and scrutiny on CIP programme will be required as it is a key risk to financial sustainability.</p> <p>Increased focus on recovery of performance targets will be required in 2021/22.</p>

### 3. Membership

Attendance	Attendance (%)
<b>Members:</b>	
Karen O'Hagan-Chair	100%
Bob Burgoyne	75%
Mark Jones	75%
Margaret Carney	25%
<b>Attendees:</b>	
Karen Edge (CFO)	100%
James Bradley (Deputy CFO)	100%
Hayley Kendall (COO)	75%
Jonathan Mathews (Deputy COO)	25%

#### **4. Sub Committees**

The committee has received minutes of the Finance and Performance Group to support assurance on progress of the Cost Improvement Programme, Financial performance and operational recovery.

#### **5. Conduct of Meetings**

A committee work plan was agreed at the start of the year and has been delivered as planned, with additional information requested regarding the ACHD backlog, Outpatient transformation, Recovery actions and ERF and CIP underperformance. Minutes and action logs have been maintained and all outstanding actions followed up at each meeting. All meetings have been quorate.

#### **6. Terms of Reference**

The Terms of Reference were reviewed in January 2022 with no changes proposed.

#### **7. Recommendations**

The Council of Governors is asked to

- (i) receive assurance that the Integrated Performance Committee has operated effectively during 2021/22, with key risks associated the impact of the COVID-19 pandemic on CIP, income and activity levels.
- (ii) note that the TOR are unchanged.