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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board

ACCOUNTABILITY REPORT

2019-20

Signed : Tracy Myhill (Chief Executive)

Date:



SCOPE OF THE ACCOUNTABILITY REPORT

In line with Welsh Government and HM Treasury Guidance, Swansea Bay University Health Board has produced an accountability report for the financial reporting period 2019-20.

The purpose of the report, which sits within the suite of annual report documents, is to report to the National Assembly for Wales in respect of the key accountability requirements.

The accountability report will be signed and dated by the Chief Executive as the accountable officer and is made up of the following sections:

- Corporate Governance Report;
- National Assembly for Wales Accountability and Audit Report.
- Financial Accountability and Remuneration and Staff Report;

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Corporate Governance Report

Director's Report

This directors' report brings together information about the health board including the independent members and executive directors, the composition of the board and other elements of its governance and risk management structure.

It also includes the disclosures and reporting required of Swansea Bay University Health Board relating to the day to day execution of the business.

The board is made up of executive directors, who are employees of the health board, and independent members, who were appointed by the Minister via an open and competitive public appointment process. Current board members and other members of the senior team are listed below, but there have been some changes throughout 2019-20, with Lynne Hamilton and Sandra Husbands, former Directors of Finance and Public Health respectively, leaving the health board to take up new opportunities, along with the university independent member, Julian Hopkin. In addition, Andrew Davies stepped down as chair in May 2019.

❖ Chair and Independent Members



Emma Woollett, Chair (Interim Chair until 31st March 2020)

Appointment:

Emma was appointed as vice-chair in October 2017 but became interim chair in May 2019. She was appointed substantive chair in April 2020.

Board and Committee Membership

Emma chairs the board, Remuneration and Terms of Service Committee and the Chair's Advisory Group. She is supported by a number of independent members.

Martyn Waygood , Interim Vice Chair

Appointment:

Martyn was appointed as independent member in June 2017 but became interim vice-chair in July 2019

Area of Expertise:

Legal



Board and Committee Membership

Martyn chairs the Quality and Safety Committee, Charitable Funds Committee and Mental Health Legislation Committee. He is a member of the board, Remuneration and Terms of Service Committee, Health and Safety Committee, and the Chair's Advisory Group.



Maggie Berry, Independent Member

Appointment:

Maggie was appointed as independent member in May 2015.

Board and Committee Membership

Maggie chairs the Health and Safety Committee. She is a member of the board, Remuneration and Terms of Service Committee, Chair's Advisory Group, Quality and Safety Committee and the Mental Health Legislation Committee.



Martin Sollis, Independent Member

Appointment:

Martin was appointed as independent member in June 2017.

Area of Expertise:

Finance

Board and Committee Membership

Martin chairs the Audit Committee. He is a member of the board, Remuneration and Terms of Service Committee, Chair's Advisory Group, Charitable Funds Committee and Performance and the Finance Committee.



Jackie Davies, Independent Member

Appointment:

Jackie was appointed as independent member in August 2017.

Area of Expertise:

Trade union

Board and Committee Membership

Jackie is a member of the board, Mental Health Legislation Committee, Quality and Safety Committee, Chair's Advisory Group, Workforce and Organisational Development, Health and Safety Committee and Charitable Funds Committee.



Tom Crick, Independent Member

Appointment:

Tom was appointed as independent member in October 2017.

Area of Expertise:

Information and Communications Technology.

Board and Committee Membership

Tom chairs the Workforce and OD Committee. He is a member of the board, Health and Safety Committee, Remuneration and Terms of Service Committee, Chair's Advisory Group and Audit Committee.



Mark Child, Independent Member

Appointment:

Mark was appointed as independent member in October 2017.

Area of Expertise:

Local authority

Board and Committee Membership

Mark is a member of the board, Remuneration and Terms of Service Committee, Chair's Advisory Group, and Performance and Finance Committee.



Reena Owen, Independent Member

Appointment:

Reena was appointed as independent member in August 2018.

Area of Expertise:

Community.

Board and Committee Membership

Reena chairs the Performance and Finance Committee. She is a member of the board, Remuneration and Terms of Service Committee, Health and Safety Committee, Chair's Advisory Group and the Quality and Safety Committee.



Nuria Zolle, Independent Member

Appointment:

Nuria was appointed as independent member in October 2019.

Area of Expertise:

Third sector

Board and Committee Membership

Nuria is a member of the board, Audit Committee, Workforce and OD Committee, Remuneration and Terms of Service Committee and the Chair's Advisory Group.

❖ Associate Board Members



Andrew Jarrett, Director of Social Services, Neath Port Talbot Council

Appointment:

Andrew was appointed as an associate board member in April 2020.

Board and Committee Membership

Andrew attends the board, Remuneration and Terms of Service Committee and the Chair's Advisory Group.

❖ Chief Executive and Executive Directors



Tracy Myhill, Chief Executive

Appointment:

Tracy was appointed as Chief Executive in February 2018.

Board and Committee Membership

Tracy attends the board, Remuneration and Terms of Service Committee and the Chair's Advisory Group.

Tracy is supported by seven executive directors as well as other members of the executive board.



Chris White, Chief Operating Officer/ Director of Therapies and Health Sciences/ Deputy Chief Executive

Appointment:

Chris was appointed as Chief Operating Officer in December 2018.

Board and Committee Membership

Chris attends the board, Quality and Safety Committee, Health and Safety Committee, Mental Health Legislation Committee, Performance and Finance Committee and Workforce and OD Committee.



Gareth Howells, Director of Nursing and Patient Experience

Appointment:

Gareth was appointed as Director of Nursing and Patient Experience in July 2018.

Board and Committee Membership

Gareth attends the board, Audit Committee Quality and Safety Committee, Health and Safety Committee, Mental Health Legislation Committee and the Workforce and OD Committee.



Richard Evans, Medical Director

Appointment:

Richard was appointed as Medical Director in November 2018.

Board and Committee Membership

Richard attends the board and Quality and Safety Committee and Workforce and OD Committee.



Hazel Robinson, Director of Workforce and Organisational Development (OD)

Appointment:

Hazel was appointed as Director of Workforce and OD in April 2018.

Board and Committee Membership

Hazel attends the board and Workforce and OD Committee, Health and Safety Committee and Remuneration and Terms of Service Committee.



Darren Griffiths, Interim Director of Finance

Appointment:

Darren was appointed as Interim Director of Finance in February 2020.

Board and Committee Membership

Darren attends the board, Performance and Finance Committee, Charitable Funds Committee, Audit Committee and Quality and Safety Committee.



Siân Harrop-Griffiths, Director of Strategy

Appointment:

Siân was appointed as Director of Strategy in November 2014.

Board and Committee Membership

Siân attends the board, Quality and Safety Committee, Performance and Finance Committee and Charitable Funds Committee.



Keith Reid, Director of Public Health

Appointment:

Keith was appointed as Director of Public Health in December 2019.

Board and Committee Membership

Keith attends the board, Quality and Safety Committee and Health and Safety Committee.

❖ Members of the Executive Team (Non-Board Members)



Pamela Wenger, Director of Corporate Governance

Appointment:

Pam was appointed as Director of Corporate Governance in January 2018.

Board and Committee Membership

Pam is the main governance advisor to the board. She attends the board, Quality and Safety Committee, Health and Safety Committee, Charitable Funds Committee, Audit Committee, Mental Health Legislation Committee, Performance and Finance Committee, Remuneration and Terms of Service Committee and the Workforce and Organisational Development Committee.



Hannah Evans, Director of Transformation

Appointment:

Hannah was appointed as Director of Transformation in August 2018.

Board and Committee Membership

Hannah attends the board in a non-voting capacity and Performance and Finance Committee.



Matt John, Associate Director of Digital Services

Appointment:

Matt was appointed as Associate Director of Digital Services in August 2014.

Board and Committee Membership

Matt attends the board in a non-voting capacity.



Irfon Rees, Chief of Staff

Appointment:

Irfon was appointed as Chief of Staff in August 2018.

Board and Committee Membership

Irfon attends the board non-voting capacity.

Public Interest Declaration

Each board member has stated in writing that they have taken all the steps that they ought to have taken in order to make the auditors aware of any relevant audit information.

Board members and senior managers have declared any interests in companies which may result in a conflict with their corporate board responsibilities. No material interests have been declared in 2019-20 and a full register of interests is available upon request from the Director of Corporate Governance.

Disclosure Statements

Swansea Bay University Health Board would make the following disclosure statements for 2019-20.

- It has had seven cases where weaknesses in the security of data required reporting to the Information Commissioner's Office as detailed on page 33:
- Whilst there is no requirement to comply with all elements of the corporate governance code for central government departments, Swansea Bay University Health Board has undertaken an assessment against the main principles as they relate to an NHS public sector organisation in Wales. This assessment has been informed by the assessment of governance and also evidenced by internal and external audits. The health board is complying with the main principles of the code where applicable, and follows the spirit of the code to good effect and is conducting its business openly and in line with the code. It recognises that not all reporting elements of the code are outlined in this governance statement but are reported more fully in the wider annual report. There have not been any reported/identified departures from the Corporate Governance Code during the year.

- Welsh Government has an ambition for the public sector to be carbon neutral by 2030. This ambition sits alongside the Environment (Wales) Act 2016 and Wellbeing of Future Generations (Wales) Act 2015 as legislative drivers for decarbonisation of the Public Sector in Wales. In accordance with emergency preparedness and civil contingency requirements (as based on UKCIP 2009 weather projections to ensure that the organisation's obligation under the climate change act and the adaptation reporting requirements are complied with), the health board has contingency plans for extreme weather conditions. The health board has achieved and maintained ISO:14001, the accreditation for our environmental management system, since 2012. It has a comprehensive risk assessment matrix for the identification and monitoring of all environmental impacts and aspects, subject to independent audit. The environment management committee approved the carbon reduction strategy (Care without Carbon: Vision 2025) in 2016, which set out clear carbon reduction objectives, and targets have been set. Progress against these objectives and targets is documented in the annual environment management system report. In 2019, the committee was replaced by the Wellbeing and Future Generations Committee – in order to address the requirements of The Well-being of Future Generations (Wales) Act 2015. The health board's carbon reduction strategy comprises six key visions covering scopes one, two and three of the Green House Gas Protocol, as set by World Resources Institute (WRI) and World Business Council on Sustainable Development (WBCSD) and has a number of objectives:

 - Decarbonise its facilities in line with national targets;
 - Decarbonise our travel and transport operations and minimise the environmental and health impacts associated with the movement of staff and materials;
 - Contribute to staff and well-being by supporting a shift away from car dependency to more sustainable travel options that deliver additional environmental and health benefits
 - Reduction waste CO² emissions;
 - The health board will reduce waste through our operational activities in-line with Welsh Government targets to recycle or recover 70% of waste by 2025 (baseline year 2007);
 - Eliminate waste from our supply chain through the implementation of our procurement policies and tendering processes and through proactive collaboration with our major supply chain partners;
 - Develop its training programme to ensure all staff receive carbon reduction and climate change training as appropriate to their role;
 - Inform, empower and motivate our workforce to take action to deliver high quality care today that does not compromise our ability to deliver care in the future and ensure this becomes part of the values;
 - Commitment to a future without carbon.

The health board recognises the vital role our staff can play in helping us deliver this strategy as well as the power of partnership to accelerate progress and achieve success.
- Data quality has a dedicated section in the SIRO (senior information risk owner) annual report. The importance of good quality information is a fundamental requirement for the effective and prompt treatment of patients and to meet the needs of clinical governance, management information, accountability, health planning and service agreements. Poor quality data may not only affect a

patient's treatment, but may also adversely affect income to the health board and the ability to accurately plan and develop the services needed by the community. Accuracy of information is also a key requirement and principle of data protection legislation. The report includes the data quality indicators which are mandated within NHS Wales and cover the following datasets:-

- Admitted Patient Care (APC) dataset
- Outpatient Activity (OPA) dataset
- Outpatient Referral (OPR) dataset
- Emergency Department (ED) dataset
- Critical Care(CC) dataset

In recent years, the health board comparing extremely well alongside others in Wales, as shown in the annual performance reports published by NWIS and the SIRO report.

- As an employer with staff entitled to membership of the NHS Pension Scheme, control measures are in place to ensure all employer obligations contained within the scheme regulations are complied with. This includes ensuring that deductions from salary, employer's contributions and payments are in accordance with the scheme rules, and that member records are accurately updated in accordance with the timescales detailed in the regulations.

Statement of the Chief Executive's Responsibilities as Accountable
Officer

The Welsh ministers have directed that the Chief Executive should be the accountable officer to the health board.

The relevant responsibilities of accountable officers, including their responsibility for the propriety and regularity of the public finances for which they are answerable, and for the keeping of proper records, are set out in the accountable officer's memorandum issues by Welsh Government.

The accountable officer is required to confirm that, as far as she is aware, there is no relevant audit information of which the entity's auditors are unaware, and the accountable officer has taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the entity's auditors are aware of that information.

The accountable officer is required to confirm that that the annual report and accounts as a whole is fair, balanced and understandable and that they take personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

To the best of my knowledge and belief, I have properly discharged the responsibilities set out in my letter of appointment as an accountable officer.

Date:..... Chief Executive

Statement of directors' responsibilities in respect
of the accounts

The directors are required under the National Health Service Act (Wales) 2006 to prepare accounts for each financial year. The Welsh ministers, with the approval of the Treasury, direct that these accounts give a true and fair view of the state of affairs of the health board and of the income and expenditure of the health board for that period.

In preparing those accounts, the directors are required to:

- apply on a consistent basis accounting principles laid down by the Welsh ministers with the approval of the Treasury;
- make judgements and estimates which are responsible and prudent;
- state whether accounting standards have been followed, subject to any material departures disclosed and explained in the account.

The directors confirm that they have complied with the above requirements in preparing the accounts.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the authority and to enable them to ensure that the accounts comply with the requirements outlined in the above mentioned direction by Welsh ministers.

By order of the board, signed:

Chair Date:

Chief Executive Date:

Interim Director of
Finance Date:

Governance Statement

Introduction

During 2019-20, the health board had a budget of £913,670,000 and employed 12,991 staff. The pre-audited end-of-year financial position was reported as a deficit of £16.3m however this was not in-line with the forecast throughout the year, which had originally been breakeven. The health board meeting on 28th November 2019 considered the actions required to deliver a breakeven position and whilst agreeing a number of improvement actions, did not agree actions which would have adversely affected patient care. Therefore following period eight, the health board adjusted its year-end forecast to an overspend of £12.3m. A further discussion took place on 27th February 2020 during which the deficit of total of £16.3m was agreed. This was the organisation's first year as Swansea Bay University Health Board following the Bridgend boundary change which saw responsibility for health services provided in that local authority area transfer to Cwm Taf Morgannwg University Health Board.

The health board provides primary care services (GPs, opticians, pharmacy and dental services) and secondary care services, which are based in three acute hospitals; Morriston, Singleton and Neath Port Talbot. In addition, tertiary services are also provided, which are more specialised services for example, plastic surgery, and only available in a smaller number of hospitals across Wales. As well as these, forensic mental health services are provided for the whole of south Wales in addition to learning disability services from Swansea to Cardiff and into Rhondda Cynon Taf and Merthyr Tydfil areas. Finally, some services are also provided in patients' homes, in community hospitals, health centres and clinics as well as general medical and dental services to Hillside children's secure unit and HM Prison Swansea.

Scope of Responsibility

The board is accountable for good governance, risk management and the internal control processes of the organisation. As Chief Executive, I have responsibility for maintaining appropriate governance structures and procedures, as well as ensuring that an effective system of internal control is in place that supports the achievement of the organisation's policies, aims and objectives, while safeguarding the public funds and the health board's assets for which I am personally responsible. These are carried out in accordance with the responsibilities assigned by the accountable officer of NHS Wales. In discharging this responsibility I, together with the board, am responsible for putting into place arrangements for the effective governance of the health board, facilitating the effective implementation of the functions of the board and the management of risk.

At the time of preparing this annual governance statement, the health board and the NHS Wales are facing unprecedented and increasing pressure in planning and providing services to meet the needs of those who are affected by Covid-19, while also planning to resume other activity where this has been impacted.

The required response has meant the whole organisation has had to work very differently both internally and with our staff, partners and stakeholders, and it has been necessary to revise the way the governance and operational framework is discharged. In recognition of this, Dr Andrew Goodall, Director General Health and Social Services/NHS Wales Chief Executive wrote to all NHS chief executives in Wales, with regard to “Covid -19- Decision Making and Financial Guidance”. The letter recognised that organisations would be likely to make potentially difficult decisions at pace and without a firm evidence base or the support of key individuals which under normal operating circumstances would be available. Nevertheless, our organisation is still required to demonstrate that decision-making has been efficient and will stand the test of scrutiny with respect to compliance with ‘Managing Welsh Public Money’ and demonstrating value for money after the Covid-19 crisis has abated and the organisation returns to more normal operating conditions.

To demonstrate this, the organisation is recording how the effects of Covid- 19 have impacted on any changes to normal decision making processes. Where relevant these, and other actions taken have been explained within this annual governance statement.

❖ **Our Purpose, Vision and Values**

The board has a clear purpose, ambition, strategic aims, and enabling objectives which have been developed to fulfil our civic responsibilities by improving the health of communities, reducing health inequalities and delivering prudent healthcare in which patients and service users feel cared for, confident and safe.

Our intention is for the health board to move to being a population health focused organisation, commissioning services to meet patient and community needs. The two strategic aims, *Supporting Better Health* and *Delivering Better Care*, and associated enabling objectives, are clear as is our ambition to change, and we will become increasingly focused on working with partners to improve the wellbeing of our population.

While our objectives ensure we meet national and local priorities and professional standards, our ways of working are underpinned by a values and behaviour framework, which was developed following many conversations with staff, patients, relatives and carers.



❖ Quality Priorities

Twenty quality priorities were agreed as part of the 2018-19 annual quality statement. These were selected to address some of the areas for which we are within targeted intervention status, and in response to business intelligence which indicated areas for quality improvement. More details are available in this year's annual quality statement which will be published in September 2020.

❖ Targeted Intervention

The health board remained in 'targeted intervention' as part of the NHS Wales escalation and intervention arrangements throughout the year. A firm focus for improvement was set for specific service areas which include unscheduled care, cancer, planned care, infection control, stroke and financial management.

Extensive improvement actions were put in place to address

unscheduled care performance, including the implementation of the 'Hospital 2 Home' programme, which started to take effect towards the end of the year, with the four hour performance reaching 75%, category A response rates above the all-Wales target of 65% as well as reduction in lost hours and month-on-month improvements in the delayed transfer of care position.

Planned care performance was significantly affected by the unscheduled care pressures as well as the changes to the pension taxation rules which reduced the flexibility of the anaesthetic workforce. As a result, the numbers of patients waiting more than 36 weeks for treatment increased to above 5,000 and as such, an end-of-year target could not be agreed with Welsh Government, as the range continued to vary. A number of actions were put into place to address the numbers waiting and the position stabilised in the last quarter of the year.

In terms of cancer performance, steady improvement was evidenced in the second half of the year in relation to urgent cases, with a reduction in the number of breaches in January 2020, as well as reaching 90% performance for the first time in a year. Healthcare acquired infections has seen the number of *e-coli* cases better than trajectory for every month throughout the year and there has also been some improvement in relation to *clostridium difficile*, *klebsiella*, *pseudomonas aeruginosa* and *staph.aureus*, with minor spikes in the trajectories reported in the year. Since November

2019, a multi-resistant bacteria has been present on ward G at Morriston Hospital which resulted in its closure until remedial actions could be taken to remove it.

Financial management has been strengthened significantly, with the delivery of the savings plan over the course of the year. However the operational pressures, continuing healthcare costs and diseconomies of scale relating to the Bridgend boundary change meant the health board was unable to deliver breakeven as it forecast at the start of the year. In November 2019, the decision was made to change its forecast to £12.3m and again in February 2020 to £16.3m, which it achieved. During the year, Welsh Government commissioned KPMG to undertake a financial governance review, which gave the health board a number of recommendations and areas to consider to improve its financial management.

System of Governance and Assurance

❖ Overview

The health board has a statutory requirement to comply with the Local Health Board (Constitution, Membership and Procedures) (Wales) Regulations 2009 and comprises chair, vice-chair, chief executive, nine independent members and seven executive directors. In May 2019, the substantive vice-chair, Emma Woollett, took on the post of interim Chair, with Martyn Waygood, legal independent member, taking on a dual role as interim Vice-Chair also. Emma was appointed as chair in April 2020 and the recruitment process for the vice-chair position will commence once the Covid-19 pandemic slows down. For the latter part of the year, the health board had a vacant university independent member post and therefore the independent members took on additional duties to ensure meetings remained quorate and corporate commitments were fulfilled. This post was appointed to in May 2020. There are also three associate member posts, two of which are currently vacant; chair of the health professionals' forum, which is in the process of being agreed as the forum has now restarted after a period of absence, and chair of the stakeholder reference group, as the chair stood down in March 2020 due to a new role.

All of these ensure that the board is made up of people with a range of backgrounds, disciplines and expertise, and this is enhanced further by non-member executive posts comprising director of transformation, associate director of digital services and the chief of staff. There was also an associate director of performance and finance until the post-holder took on the role of interim director of finance in February 2020.

The board works as a corporate decision-making body with executive directors and independent members as equal members sharing responsibility. Its main role is to exercise leadership, direction and control which includes setting the overall strategic direction for the organisation (in-line with Welsh Government policies and priorities) and establishing and maintaining high-levels of corporate governance and accountability, including risk management and internal control. It is also there to:

- Ensure delivery of aims and objectives through effective challenge and scrutiny of performance across all areas of responsibility;
- Ensure delivery of high quality and safe patient care;
- Build capacity and capability within the workforce to build on the values of the health board and creating a strong culture of learning and development;

- Enact effective financial stewardship by ensuring the health board is administered prudently and economically with resources applied appropriately and efficiently;
- Instigate effective communication between the organisation and its community to ensure its services are planned and responsive to the identified needs;
- Appoint, appraise and oversee arrangements for remunerating executives.

The day to day running of the board is covered through its approved standing orders and standing financial instructions which localises the statutory requirements of the Local Health Board (Constitution, Membership and Procedures) (Wales) Regulations 2009, together with a scheme of delegation which is relevant for officers as well as the board and its committees. The standing orders and standing financial instructions are reviewed regularly and are supported by a suite of corporate policies and procedures.

During 2019-20, the following improvements have been made:

- Development of the Workforce and OD Committee to have more of an assurance and scrutiny focus;
- Development of the board assurance framework;
- Development of an independent member local induction programme;
- Walkaround guidance and programme for service visits;
- Work programme for the Remuneration and Terms of Service Committee;

During the year, there have been some external reviews which have been critical to corporate governance, clinical governance and the assurance of the board, including:

- **KPMG (Financial Planning and Delivery Support)**

Welsh Government commissioned KPMG to provide support to the health board with a focus on improving the organisation's financial position, testing the underlying plans and the organisation's delivery framework.

The overall report presents some challenges to the organisation and while it is clear that the health board has made improvements to governance and delivery over the last few years, a step change in pace of transformation and a strengthened focus on compliance against controls is required. The health board has been actively engaged in addressing the recommendations of the reports, for example, in ensuring that the priorities from within the clinical services plan are aligned with the need to deliver savings in key areas (including outpatients, patient flow and theatres). However there is a need for greater urgency and direction given the assessment of the scale of the financial challenge for next year. An action plan was developed and shared with the board in March 2020 along with the full report, with progress to be carefully monitored by the Audit Committee throughout 2020-21.

- **Health and Safety Executive (HSE) Improvement Notices**

As part of the HSE inspection programme of violence and aggression and musculoskeletal disorders in healthcare 2018-2019, the health board received inspection visits between 27th and 29th November 2018, resulting in nine improvement notices in February 2019, followed by a 10th in July 2019. A robust action plan was put in place with a deadline for actions to be completed and a response to be submitted to the HSE by 10th September 2019, with a re-inspection of all the areas highlighted in the

improvement notices on 16th and 17th September 2019. Following this confirmation was received that the majority of the notices were to be closed, with an extension agreed for the remaining, and the last one was closed in February 2020.

The Health and Safety Committee has played a critical assurance role in overseeing the implementation of the actions as highlighted in the improvement notices.

- **A review of quality governance arrangements at Cwm Taf Morgannwg University Health Board**

The overarching objective of the [joint review arrangements](#) at Cwm Taf Morgannwg University Health Board was to examine whether its governance arrangements supported the delivery of high quality, safe and effective services. To gain assurance on the robustness of quality governance arrangements across NHS Wales, Welsh Government asked that all health boards undertook a self-assessment against the recommendations by January 2020, and provide a current level of assurance and outline any action required. The health board's review was considered by the executive board and scrutiny and challenge was undertaken by the Chair's Advisory Group in its December 2019 submission, with the board ratifying the final version at its meeting in January 2020. A quality governance work programme has been established to address outstanding actions and progress is monitored through the Quality and Safety Committee.

- **Review of Maternity Services at Cwm Taf Morgannwg University Health Board**

The Royal College of Obstetricians and Gynaecologist and Royal College of Midwives [review into maternity services at Cwm Taf Morgannwg University Health Board](#) was published in April 2019, with 77 recommendations. Every health board in Wales was required to submit a report to Welsh Government to benchmark their maternity services against the recommendations. Swansea Bay University Health Board reported no red actions, 25 amber and 43 green, with nine recommendations not applicable. As at February 2020, three recommendations remain amber and the executive board regularly scrutinise progress.

- **Human Tissue Authority Site Visit: Murrison Hospital**

In June 2019, [the Human Tissue Authority inspected Murrison Hospital](#). Although the inspection found that the health board had met the majority of the standards, shortfalls were found against the consent, governance and quality systems, traceability and premises, facilities and equipment standards. This was reported to the Quality and Safety Committee which then monitored the progress against the actions until all were reported as closed.

- ❖ **Role of the Board**

The board has the overall responsibility for the strategic direction of the organisation and provides leadership and direction. It also has a key role in ensuring that there are sound governance arrangements in place as well as an open culture and high standards in the way in which its work is conducted. Board members share corporate responsibility for all decisions and play a key role in monitoring the organisation's performance.

As a standard, the board meets in public six times a year, but there will be occasions during this period when special board meetings will be arranged, for example in May to agree the annual accounts. Each regular meeting begins with a patient story, setting out the personal experience of someone who has used one of the health board's services. This is an opportune way to learn lessons and help improve and plan services for the future. Due to the Covid-19 pandemic, changes were made to the way in which the public board meetings were run from March 2020 in order to comply with social distancing guidance and to ensure public and staff safety, these sessions were closed to the public but a summary of the discussion publicised on the health board's website within a few days of the meeting.

In addition to formal board meetings, development sessions take place six times a year which is a chance for the board to undertake training or hear about good practice internal and external to the organisation. Members are also involved in a range of other activities on behalf of the board, such as service visits and meetings with local partners.

To support the board's annual programme of work, it undertook a skills assessment to identify areas of work for the coming year. Alongside this, all members complete an annual appraisal of their individual contribution and performance as board members, and in the case of the executive directors, this differs from their operational and leadership role.

❖ **Committees of the Board**

The health board has established a number of committees as set out in the diagram at **appendix one**. Each one is chaired by an independent member and has a key role in relation to the system of governance and assurance, decision making, scrutiny, assessment of current risks and performance monitoring. Following each meeting, a summary of the discussion is shared with the board at its next formal meeting and all the papers for the public sessions of board and committee meetings are on the health board's [website](#). There are some meetings which do not take place in public either because of the confidential nature of the business or the items are in a developmental stage.

On 1st April 2020, chair's action was taken to streamline the board and committee arrangements to reduce the pressure on the organisation due to the current pandemic. Specifically this meant moving to monthly board meetings lasting no more than three hours and bi-monthly Audit and Quality and Safety committees focussing on Covid-19 and essential services. All other committees were stood down. Following this, guidance was received from Welsh Government as to how these meetings should function.

As a minimum the health board is required to have an Audit Committee and Quality and Safety Committee.

Audit Committee

The Audit Committee supports the overall board assurance framework arrangements, including the development of the annual governance statement, and provides advice and assurance as to the effectiveness of arrangements in place around strategic governance, risk management and internal controls. More specifically it has:

- Overseen the system of internal controls;
- Continued focus on the improvements of the financial systems and control procedures;
- Overseen the development and implementation of the board assurance framework;
- Monitored local counter fraud arrangements;
- Sought assurance in relation to the risk management process;
- Considered and recommended for approval revisions to standing orders and standing financial instructions;
- Reviewed findings of internal and external audits and progress against corresponding action plans;
- Held executive directors to account where appropriate;
- Discussed and recommended for approval by the board the audited annual accounts, accountability report, annual report and head of internal audit opinion;
- Continued to monitor the implementation of the recommendations as set out in the governance work programme.

Quality and Safety Committee

The Quality and Safety Committee is the main assurance mechanism for reporting evidence-based and timely advice to the board in relation to the quality and safety of healthcare as well as the arrangements for safeguarding and improving patient care in line with the standards and requirements set out for NHS Wales. Each meeting begins with a patient story and also includes updates from internal and external regulatory bodies, and where reports have raised concerns, action plans are monitored by the committee.

A summary of board and committee dates, memberships, attendances and key matters considered are included within **appendices two to five**.

❖ **Advisory Groups and Joint Committees**

As well as its board level committees, the health board has three advisory groups which report to the board; Stakeholder Reference Group, Health Professionals' Forum and Local Partnership Forum. In addition to these there are a range of boards and groups with external partners with which the organisation engages and also report to the board.

Advisory Boards

- *Stakeholder Reference Group*

The Stakeholder Reference Group is formed from a range of partner organisations from across the health board's local communities and engages with the strategic direction, provides feedback on service improvement proposals and advises on the impact on local communities of the current ways of working. Its membership includes representatives from wide ranging community groups, including children and young people, LGBT (lesbian, gay, bisexual and transgender), older people and ethnic minorities, as well as statutory bodies such as police and fire, rescue services and environment agency. As a result, the group has excellent links to the wider general public and each member can highlight issues raised by their particular communities. The group provides a report to each meeting summarising its discussions.

- *Health Professionals' Forum*

The role of the Health Professionals' Forum provides balanced, multidisciplinary professional advice to the board on local strategy and delivery. During 2019-20 the Health Professionals' Forum was re-instated with refreshed membership. The forum provides a report to each meeting summarising its discussions.

- *Local Partnership Forum*

The local partnership forum's role is to provide a way by which the health board, as an employer, and the professional bodies, such as trade unions, who represent staff, can work together to improve health services. It is an opportunity to engage with each other, inform debate and agree local priorities for workforce within health services. The chair of the forum alternates between the health board and staffside representatives. A report is submitted to each board meeting summarising the discussions of the group.

Joint and all-Wales Committees

There are three all-Wales committees as detailed below:

- *Welsh Health Specialised Services Committee (WHSSC)*

WHSSC was established in 2010 by the seven health boards to ensure the population has fair and equal access to the full range of specialised services. Hosted by Cwm Taf Morgannwg University Health Board, the health board is represented on the joint committee by the Chief Executive and regular reports are received by the board.

- *Emergency Ambulance Services Committee (EASC)*

EASC is a joint committee of the seven health boards, with the three NHS trusts as associate members, and was established in April 2014. It has responsibility for the planning and commissioning of emergency ambulance services on an all-Wales basis. Hosted by Cwm Taf Morgannwg University Health Board, the health board is represented on the joint committee by the Chief Executive and regular reports are received by the board.

- *NHS Wales Shared Services Partnership (NWSSP) Committee*

The NWSSP Committee was established in 2012 and is hosted by Velindre NHS Trust. It looks after the shared functions for NHS Wales, such as procurement, recruitment and legal services. The health board's representative is the Director of Workforce and OD and regular reports are received by the board.

- ❖ **Partnership Working**

The health board works in partnership with a number of organisations, including local authorities, Swansea University, other NHS organisations including the NHS Wales Collaborative and the third sector. In addition, it has joint executive groups with Cardiff and Vale, Cwm Taf Morgannwg and Hywel Dda university health boards.

Organisational Structure

During 2019-20, the organisation comprised five service units:

- Morryston Hospital;
- Singleton Hospital;
- Neath Port Talbot Hospital;
- Primary Care and Community Services;
- Mental Health and Learning Disabilities.

Each one is led by a service director, supported by unit nurse and medical directors, and in the case of primary and community services, there is also a unit dental director. Corporate directorates, such as finance, governance, workforce, digital services and strategy/planning also play a central role in supporting the units as well as the organisation as a whole. All of these elements of the structure are subject to regular performance reviews.

The responsibility for commissioning and planning services for the population of Bridgend moving to Cwm Taf Morgannwg University Health Board on 1st April 2019 resulted in the population size we serve, our budget and workforce becoming smaller by a third. The health board agreed to review the structures of the new Swansea Bay University Health Board to ensure that the new organisation is appropriately structured, focused and reflects the ambition of the organisation as outlined in the organisation's strategy, *Better Health, Better Care, Better Lives*.

Changes to the organisational structure were agreed in 2019-20 and will be implemented in 2020-21. These changes will mean that the health board will move from five units to four service groups:

- Group 1 - Primary, Community, and Therapies
- Group 2 - Mental Health and Learning Disabilities
- Group 3 - Singleton and Neath Port Talbot
- Group 4 – Morryston

Throughout the year, there have been some changes to the executive team, namely the departures of Sandra Husbands, Director of Public Health and Lynne Hamilton, Director of Finance, who were replaced on an interim basis by Keith Reid and Darren Griffiths respectively. Following a successful recruitment process, Keith Reid was appointed as the substantive Director of Public Health while the Director of Finance role will be advertised in 2020-21. The only other change to note within the executive team was the addition of the Director of Therapy and Health Science portfolio to Chris White's role as Chief Operating Officer.

In order to ensure effective delivery of high quality and safe services fit for the future, a transformation portfolio is in place to centralise all such work, moving away from varying approaches across the organisation. Through this programme, the board has a clear mechanism to oversee the delivery of the organisational strategy, clinical services plan and other key priorities.

System of Internal Control

Systems of control are designed to understand and manage risk to a reasonable level rather than to eliminate all risks. It can therefore only provide reasonable and not absolute assurances of effectiveness. The health board's system of internal control is based on an ongoing process designed to identify and prioritise the risks to it achieving its policies' aims and objectives, evaluate the likelihood of those risks being realised and the potential efficient, effective and economic impact of having to manage them. This has been in place for 2019-20 and up to the date of approval of the accountability report and annual accounts.

❖ Capacity to Handle Risk

The work to develop and embed the risk management process throughout the organisation has progressed during the year. Understanding of risks informs the board's priorities, actions and overall approach to how it manages them, and ensures high quality and safe care to the local communities as well as a safe and effective work environment for staff.

Overall responsibility for the management of risk sits with the Chief Executive, but the lead is taken by the Director of Corporate Governance, which until March 1st 2020, was in partnership with the Director of Nursing and Patient Experience. Arrangements are in place to effectively assess and manage risks across the organisation, which included the ongoing review and updating of the health board risk register. The Chief Executive also delegates elements of risk management to other senior managers, and this is set out on the risk management framework.

❖ Risk Control and Framework

The risk management framework sets out the way in which risks are identified, evaluated and controlled, with delivery of the framework overseen by the Audit Committee, with individual executives and senior managers having specific delegated responsibilities.

There is a commitment across the health board to ensure staff are trained and confident to assess, manage, escalate and report risks and the work is informed by best practice examples through internal audit, Wales Audit Office and the NHS Wales Delivery Unit.

Due to the variability of healthcare services, the health board's risk profile continually changes, with the key risks scored and documents within the risk register based on the ability to affect the delivery of the objectives. The risk register is updated on a quarterly basis and reported to Audit Committee and the board, feeding into the annual plan.

The risk register was most recently reviewed by the Audit Committee and the board at the March 2020 meetings. As part of the risk management framework, the board gave consideration to its main objectives, both strategic and operational, and identified the risks most likely to prevent the achievement of these. As such it is aware of potential risks and would therefore not just be reactive should a risk come to fruition. When determining the board's risk appetite, it acknowledges that the delivery of healthcare

cannot be achieved unless risks are taken, as well as the subsequent consequences and mitigating actions. It also ensures that risks are not considered in isolation as they are taken from all the risks flowing through the organisation.

The risk appetite was previously considered by the board during a risk management workshop in 2017/18 and again in March 2019 by the risk management group to review the organisations risk management policy. Attendees included independent members, internal audit and Wales Audit Office.

The board, when deciding if a risk should be tolerated, considers a number of factors, such as legislation, quality and safety, patient experience, requirements of commissioners and the appetite for these risks. Risk appetite and tolerance considers what risks the health board is prepared to take in pursuit of achieving its objectives. This risk management policy sets out levels of risks and within these levels there is a management structure which supports decision making in terms of risk appetite and tolerance. Risks rated up to and including a risk score of 15 are managed, including determining the risk appetite and tolerance, within the units. Risks rated 16 and above are considered at executive level in terms of the risk appetite and tolerance levels. Each risk is considered individually to determine the level of risk appetite and tolerance. It also ensures that risks are not considered in isolation as they are taken from all the risks flowing through the organisation.

Appendix six sets out the health board's key risks by their ratings.

Each executive director is responsible for managing risk within their area of responsibility ensuring that there:

- are clear responsibilities for clinical, corporate and operational governance as well as risk management;
- is appropriate training for staff in risk assessment and risk management;
- are mechanisms in place for identifying and managing significant risks through regular, timely and accurate reports to the senior leadership team, committees and the board;
- are systems in place to learn lessons from any incidents or untoward occurrences, and that corrective action is taken where required;
- are processes which allow details of the key risks to be reported to the board;
- is compliance with health board policies, legislation, regulations and professional standards for the functions.

Within the units, the service directors manage risk and ensure there are effective arrangements to carry this out. Any risks outside the units' control are escalated to the Chief Operating Officer as the professional lead for the units as well as the executive director responsible for the area in which the risk has been identified.

Communicating and consulting with internal and external stakeholders and partners, as appropriate, at each stage of the risk management process and concerning the process as a whole is important. The frequency of the communication will vary depending upon the severity of the risk and is discussed and agreed with the stakeholders and partners. This process is led by the person nominated as the lead to manage the risk and for

communication with external stakeholders this will be the appointed executive director lead for the risk.

Effective internal and external communication is important to ensure that those responsible for implementing risk management, and those with a vested interest understand the basis on which decisions are made and why particular actions are required. External stakeholders will vary depending on the type of risk and the risk lead for the unit will need to consider which external stakeholders will need to be notified and included on or briefed following establishment of task and finish groups/executive gold command groups set up to oversee actions to minimise the risk. All significant risks will be reported to Welsh Government through the weekly brief from organisations and quarterly performance review meetings.

❖ Risk Management During Covid-19

The health board is in unprecedented times, responding to Covid-19, but it remains accountable. Therefore it is important they it is seen to be doing the right thing and the rationale behind key decisions is transparent.

On 13th March 2020, the Minister of Health and Social Services announced a framework of actions within which local health and social care providers could make decisions to ensure that preparations could be made in a planned and measured way for managing Covid-19. This included but was not limited to:

- Suspending non-urgent outpatient appointments and ensure urgent appoints are prioritised;
- Suspending non-urgent surgical admissions and procedures (whilst ensuring access for emergency and urgent surgery);
- Prioritising the use of non-emergency patient transport service to focus on hospital discharge and ambulance emergency response;
- Expediting discharge of vulnerable patients from acute and community hospitals;

To enable services to prepare and deal with the Covid-19 pandemic, all executive team performance reviews have been stood down to the end of June 2020, and only essential committee meetings are going ahead, therefore while risk reporting can be stood down, it remains that management remain accountable for the service they provide.

While there is recognition of the significant pressure on services, there needs to be a proportionate response to risk balanced with the current capacity pressures and challenges presented by the pandemic and managing the 'business as usual' issues and risks.

Executive directors (corporate functions) and service directors supported by unit nurse and medical directors remain responsible for risks outside of the Covid-19 risk register. Self-governance, transparency and management of these risks is crucial at a time when external scrutiny is at its lowest, with Healthcare Inspectorate Wales, HSE and internal and external audit having unprecedented reduction in activity,

Managers will also need to decide whether they have the capability (available resources and skills) to implement their planned actions, and maintain the effectiveness of their existing controls.

To do this, the Director of Governance asked executive directors/service directors to review their existing operational risks on Datix Risk Module (taking into account the positive /negative impacts that Covid-19 may have had on them) and

- Agree the risks that remain a priority to manage and mitigate during the Covid-19 pandemic;
- Agree (archive) the risks that do not present a significant risk during the Covid-19 pandemic (however they must ensure that existing controls are in place and remain effective otherwise risk could increase);
- Consider new and emerging risks to their service as a result of the Covid-19 pandemic (including potential risks in respect of returning to normal business)

In April 2020, the board reviewed its risk appetite and set new levels which act as a guidance as to the risk boundaries that are acceptable and how risk and reward are to be balanced, as well as providing clarification on the level of risk the board is prepared to accept. This meant that any risks scoring more than 20 were now reviewed by the board, as opposed to those scoring more than 16.

❖ **Top Health Board Risks**

As of March 2020, there were 35 risks on the health board risk register, with the scores ranging from 12 to 25, with the highest noted as:

- Access to unscheduled care;
- Target breaches to radical radiotherapy treatment;
- SACT (systemic anti-cancer treatment);
- Infection control;
- TAVI (*transcatheter aortic valve implantation*) service;
- Ophthalmology clinic capacity;
- Access to planned care services;
- Access to cancer services;
- Screening for fetal growth assessment in-line with gap-grow;
- CTG (cardiotocography) monitoring in labour wards;
- Coronavirus pandemic;
- Adolescents being admitted to adult mental health wards;
- Data centre outages.

Actions being taken to manage these risks are included on the [health board risk register](#).

❖ **Managing Risks**

While the Audit Committee has the overarching responsibility for overseeing risk management, it has delegated relevant risks to each of the other board sub-committees to ensure their work programmes are aligned to these to ensure they review and receive reports on the progress made to mitigate key risks as far as possible.

In 2019-20, the health board managed a number of risks, including:

- *TAVI*

In 2017, the health board became aware of prolonged waiting times for TAVI procedures. A review of cases was commissioned by the Royal College of Physicians, followed by a site visit and a second cohort review, to determine if the length of wait contributed to the death of some of the patients on the waiting list. The findings were received in the last quarter of the year and a comprehensive action plan and communications plan developed as the reports were made public during the board's March 2020 meetings. Prior to this, regular updates were provided to the Quality and Safety Committee and the board on the improvements made.

- *Ophthalmology*

In September 2019, the health board reported that it had a large number of patients (in excess of 10,000) who were beyond their target date waiting for follow-up appointments in ophthalmology, which was a common issue across Wales. This required an urgent and robust response, with executive level leadership, to reduce risk of harm to patients, reduce financial and reputational damage. An ophthalmology gold command was set up to coordinate and expedite mitigating action plans and monitoring of risk reduction. Regular reports regarding this are made to the Quality and Safety Committee.

- *Coronavirus*

The biggest risk currently faced by the health board is the Covid-19 pandemic, which started to impact on the organisation's ability to function as 'business as usual'. A gold command structure was quickly established to manage the health board's response and all non-urgent services, such as outpatients and elective surgery, were stopped. The pandemic had a significant impact on the health board's ability to function 'normally' and this is reflected in the performance data for the last quarter of the year. As the new financial year commences, the risk is still ongoing and the organisation will be significantly changed in the annual reports for 2020-21.

❖ **Integrated Medium Term Plan**

The organisation was unable to submit an IMTP in 2019-20 however it did submit a draft annual plan to the board in January 2019, which was approved, before it was received by Welsh Government, but without a financial plan due to the uncertainty around the Bridgend boundary change. While this had been resolved by autumn 2019, the planned and unscheduled care trajectories had been revised due to various pressures experienced during the year. As such, the board committed to revised unscheduled and planned care trajectories in October 2019 and accepted the need to change its financial forecast to a £12.3m deficit in November 2019 and then to £16.3m in February 2020. A quarterly report setting out progress against the annual plan is discussed at the Performance and Finance Committee prior to its submission to Welsh Government. On 18th March 2020, the health board received a letter from Welsh Government confirming that the IMTP/annual plan process was on pause to enable NHS Wales organisations to focus on the immediate actions needed in response to the Covid-19 pandemic.

- **Assessment Against Section 175 of the National Health Service (Wales) Act 2014**

Under the act, there are two requirements for the health board:

- to secure that expenditure does not exceed the aggregate of the funding allotted to it over a period of three financial years;
- to prepare a plan which sets out the strategy for securing compliance with the duty while improving healthcare, and for that plan to be submitted to and approved by Welsh Government.

For 2019-20, while the health board met its financial duty to breakeven against capital resource limit, it failed to meet first requirement as it did not achieve financial balance, as set out below. In addition, as it did not have a three year plan approved by Welsh Government, it also failed to meet the second requirement.

	2017-18	2018-19	2019-20	Total
	£'000	£'000	£'000	£'000
Net operating costs for the year	1,129,492	1,143,379	930,886	3,203,757
Less general ophthalmic services expenditure and other non-cash limited expenditure	726	1,484	993	3,203
Less revenue consequences of bringing PFI schemes onto SoFP	(1,551)	(1,684)	(1,925)	(5,160)
Total operating expenses	1,128,667	1,143,179	929,954	3,201,800
Revenue Resource Allocation	1,096,250	1,133,300	913,670	3,143,220
Under /(over) spend against Allocation	(32,417)	(9,879)	(16,284)	(58,580)

❖ Development of the Annual Plan 2020-21

The intention for 2019-20 had been to develop an approvable IMTP for 2020-23, and the work throughout the year was reported to the board, as it was seen as an enabler to support the health board in improving its escalation status. At a meeting with Welsh Government in January 2020, while the feedback on the work to date had been positive, an expectation had been raised that there needed to be a detailed one-year plan within a three-year plan, to be submitted by the end of March 2020. The capital, performance and financial plans were scrutinised by the Performance and Finance Committee in February, at which it was felt that a significant amount of work was still needed, particularly in terms of the financial plan, and as such a special board meeting was arranged for early March 2020 to consider the revisions prior to members being asked to agree the plan at its scheduled meeting in March 2020. However, due to the emerging Covid-19 situation, the decision was made to submit the plan to Welsh Government at the same time it was shared with the board as a point in time document.

❖ Corporate Governance Code

For NHS Wales, governance is defined as ‘a system of accountability to citizens, service users, stakeholders and the wider community, within which healthcare organisations work, take decisions and lead their people to achieve their objectives’. This ensures NHS bodies are doing the right things, in the right way, for the right people, in a manner that upholds the values set for the public sector.



An assessment of compliance with the code was undertaken in April 2020 and reported to the Audit Committee in May 2020 which found no departures from the code, although it did note that the review of board effectiveness, taking account of unit based self-assessments against the health and care standards has been deferred due to the Covid-19 pandemic.

Breaches in standing orders are reported to the Audit Committee, with one discussed in July 2019 relating to the refurbishment to ward 12 at Singleton Hospital following a fire. A building contractor was engaged to undertake the remedial work and a retrospective single tender action form was completed for £310,786.67, excluding VAT (value-added tax) a month after the work had commenced. While there were clear reasons for the need for the work to start as soon possible to ensure service continuity, the course of action did not meet the requirements of public contract regulations or the health board’s standing financial instructions, as time constraints are not a justifiable reason for a single tender action. While no remedial action could be taken, it was agreed that procurement would be engaged earlier in the process in future to determine a viable and compliant strategy.

In addition, the failure to meet the two financial duties as discussed earlier in the report is also a breach in standing orders and standing financial instructions.

❖ Health and Care Standards

The current standards came into being in April 2015 and form Welsh Government’s common framework of standards to support NHS Wales and partner organisations to provide effective, timely and quality healthcare services. Its framework incorporates the ‘Standards for Health Services in Wales (2010)’ and the ‘Fundamentals of Care Standards (2003)’. They place the patient at the centre, emphasising the importance of strong leadership, governance and accountability.

Swansea Bay University Health Board has fully embedded the standards within its quality and safety governance processes, to help ensure we deliver on our aims and objectives for the delivery of safe, high quality health services. We do this through routine governance and a self-assessment against the standards across all activities, with service directors, unit medical and unit nurse directors collectively responsible for

embedding and monitoring the standards within their areas. Furthermore, reporting on the standards through governance groups and committees ensures registered risks are incorporated and acted upon.

In October 2019, a health and care standards group was introduced to manage and oversee the self-assessment process. In addition, mini scrutiny panels were established to oversee submissions received from service delivery units, in readiness for the annual year-end self-assessment report, which is submitted to the board, and Quality and Safety Committee for approval. The scrutiny panel membership comprises representatives from workforce, health and safety, public health, infection control and performance.

❖ **Equality, Diversity and Human Rights**

The health board is committed to treating everyone fairly and does not tolerate discrimination on the grounds of age, disability, gender identity, marriage or civil partnership status, pregnancy or maternity, race or nationality, religion or belief, sex or sexual orientation. To support this, equality objectives were set as part of the strategic equality plan 2017-20, which identifies the actions that will drive forward progress of achieving these. An annual update on progress is provided to the Workforce and OD Committee, who, in February 2020, agreed the strategic equality plan for 2020-24. Examples of key equality highlights for 2019-20 include:

- Three nurses were nominated for the inaugural Learning Disability and Autism Awards for the learning disability nurse award, and one of whom, Denise Bromfield, was the winner;
- The Wales Fertility Institute worked with the Pride Cymru staff to raise awareness of IVF (in vitro fertilisation) services to the LGBT+ (lesbian, gay, bisexual, trans) community;
- A speech and language therapist, Rhian Grounds, teamed up with a mum to write a book based on their experiences communicating with children with autism;
- Staff from mental health and learning disabilities worked together to promote World Suicide Prevention Day;
- The wellbeing champions' network has been developed and expanded with more than 340 staff members trained;
- 'Mindful Menopause' workshops were rolled out;
- Work continues to embed the 'Living our Values' programme;
- An increase in four rankings in the Stonewall workplace equality index to 150.

❖ **Emergency Preparedness, Civil Contingencies and Disaster Recovery**

The health board must be capable of responding to incidents of any scale, in a way that delivers optimum care and assistance to those affected, minimises the disruption and has a timely return to 'business as usual'. As part of the Civil Contingencies Act (2004), the organisation is required to show that it can deal with such incidents while maintaining critical services, and is a category one responder as defined in the Act, making it accountable for six civil protection duties, including risk assessment and emergency planning.

There is a specific emergency preparedness, resilience and response (EPRR) risk register, which is aligned with that of the one nationally and regionally, and is reviewed quarterly. It includes the necessary scorings and mitigations to either manage or tolerate the risks identified and there is an EPRR strategy, training and exercising strategy and programme. All related work is overseen by the EPRR strategy group which includes representation from each unit, health board-wide services and corporate departments. The six civil duties are the foundation for the EPRR work programme and emergency planning arrangements, together with a health board lessons identified register and as such, there are a range of response plans in place for the high risks, incorporating appropriate lessons identified to ensure maximum resilience. There is full engagement with the Local Resilience Forum where there are category one and two responders. In addition, there is full engagement with Welsh Government health emergency planning, where there are three distinct groups; mass casualties, pre-hospital and training and exercising; overseen by the Emergency Planning Advisory Group. In addition the health board works in collaboration with other appropriate local and national groups and in particular, there is excellent collaboration with other health boards, Welsh Ambulance Service Trust (WAST), Welsh Blood Service and Public Health Wales.

The health board is also represented at the Wales Counter Terrorism Prepare Delivery Group in order that there is preparedness in terms of potential threats as well as providing a facility to identify hazards. Annual updates are provided to the board while the executive team is kept up to date on a quarterly basis, sometimes sooner if there is a need to do so.

Over recent months the health board has been fully engaged in the preparedness for Brexit and currently the preparedness arrangements for the rising tide emergency associated with Wuhan Novel Coronavirus as it has been declared a global emergency of world interest. Consequently, full command, control and coordination structures are in place in accordance with the health board pandemic plan; this is in conjunction with close collaboration with other partners in order that the health board is as prepared as possible to respond to the consequences arising from this high consequence disease.

During December 2019, the health board declared a major incident as a result of a bus collision with a railway bridge and the major incident procedure was successfully invoked in order to respond to the incident. In addition, there have been incidents during 2019 and January 2020, where the health board business continuity procedure was invoked to respond safely and effectively. As standard practice, a debrief has been held and a report is currently being compiled. The lessons identified will be captured on the lessons identified register and will help to inform health board emergency response procedures and consequently improve resilience.

❖ **Data Security**

Information governance is robustly managed within the health board and the framework includes the following:

- An information governance group whose role it is to support and drive the board agenda and provide the health board with the assurance that effective information governance best practice mechanisms are in place;

- A Caldicott Guardian whose role it is to safeguard patient information;
- A Senior Information Risk Owner (SIRO) whose role it is to manage information risk from a corporate viewpoint;
- A data protection officer whose role it is to ensure the health board is compliant with data protection legislation;
- Information governance group leads within each unit and corporate department whose role it is to champion within their areas.

The health board actioned a dedicated work plan to enable organisational compliance with the new data protection legislation that came into force in May 2018. The health board continues to improve its data protection compliance via a number of measures, and assurances that the organisation has compliant information governance practices are evidenced by:

- Quarterly reports to the information governance group, including key performance indicators;
- A detailed operational strategic work plan, taken to the information governance group quarterly, detailing progress made against actions required to ensure compliance with data protection legislation;
- A raft of information governance and information security policies, procedures and guidance documents;
- An Information Commissioner's Office (ICO) commended intranet site;
- A comprehensive biannual mandatory training programme for all staff, including proactive targeting of any staff who are non-compliant;
- A proactive audit programme across the health board;
- A robust management of all reported breaches, including proactive reporting to the ICO;
- An information asset register used to manage information across the health board;
- Registers of data sharing agreements and of data protection impact assessments taken to information governance group quarterly;
- Report taken to information governance group quarterly of identified and managed health board-wide risks;
- Audit reports from Welsh Audit Office and internal audit;
- Annual senior information risk owner (SIRO) report;
- Information governance group chair's assurance report taken to both Audit Committee and the executive team following all meetings.

Under the new data protection legislation, those breaches reaching the agreed threshold score must now be reported to the ICO. All information governance incidents are reviewed by the information governance group, and during the year, there were seven relating to data security that required reporting. All information governance incidents have been investigated internally, whether ICO reportable or not. Support and co-operation has been provided to the ICO to inform their investigations if the breach met the reporting threshold.

Of the seven reportable incidents, six have been closed by the ICO, with no further action considered necessary, but recommendations were made which have been actioned by the health board.

Breach Summary	Actions Taken	Information Commissioner Status
Patient health screening questionnaire containing medical information was sent to the wrong address	<ul style="list-style-type: none"> • Apology provided • Review of administrative processes to avoid duplicate breach • Information governance training requirements considered • Information governance audit undertaken 	Closed
Disclosure of information about patient in attendance to clinic	<ul style="list-style-type: none"> • Apology provided • Disciplinary process followed, but member of staff left health board so was not completed • Information governance audit undertaken 	Closed
Letter sent to wrong address due to incorrect typing of house number. Letter contained sensitive information relating to a child's attendance at the children's centre	<ul style="list-style-type: none"> • Apology provided • Requested return of letter for destruction • Review of administrative processes to avoid duplicate breach • Information governance training requirements considered • Jointly reported with Cwm Taf Morgannwg University Health Board; ICO closed both reports 	Closed
Secure address accidentally disclosed to father by letter. Actual address later determined to be incorrect, however due to the postcode being	<ul style="list-style-type: none"> • Apology provided • Review of administrative processes to avoid duplicate breach 	Closed

within the same vicinity, there was still a potential risk of impact.

Alleged inappropriate access of records and subsequent disclosure. Disciplinary process commenced.

Doctor's bag believed to have been stolen from registrar office. Bag contained patient lists and referral letters. Bag was later found within an office on site with the content intact – ICO notification subsequently withdrawn. Legal defence documents relating to a clinical claim stolen from car of barrister working on behalf of health board.

- Information governance training requirements considered
- Information governance audit undertaken
- Disciplinary process followed
- Information governance training requirements considered
- Information governance audit undertaken
- Non-event as bag was later found in tact
- Information governance training requirements considered
- Information governance audit undertaken
- The theft was reported to the police – the bag had been kept in a locked boot out of sight and parked in a recognised council parking area
- Review of contracts

Sent further info to ICO, remains open

Closed (notification withdrawn)

Closed

❖ Ministerial Directions

Welsh Government has issued non-statutory instruments and Welsh health circulars (WHC) since 2014-15, and a list of ministerial directions circulated for 2019-20 can be found on the [Welsh Government website](#). All relevant directions have been fully considered and implemented appropriately, with Welsh health circulars logged corporately and an executive lead assigned, as well as reported to the board. The ones which had particular reference to the governance of the organisation were:

Ministerial Direction/ Date of Compliance	Year of Adoption	Action to demonstrate implementation/response
WHC 2019 (027) Model Standing Orders, Reservation and Delegation of Powers	2019	Standing orders amended and approved by board
Ministerial Direction referred to in letter from	2019	Following the letter the Director General on the

Dr Andrew Goodall on
19th December 2019
Action on 2019-20
Pension Tax Impacts

19th December 2019, all health board medical staff were made aware of the all-Wales position regarding pensions and the ongoing tax implications and details circulated to all staff affected. The Medical Director issued communication to all medical staff backed up with detailed discussions through the local negotiating committee and local British Medical Association representatives

❖ Welsh Language

The health board is committed to ensuring Welsh and English languages are treated equally in the services provided to the public and other organisations, both internal and external to NHS Wales, which is in line with the Welsh language scheme as well statutory legislation including the Welsh Language Standards (No7) Regulations which were approved in March 2018 and replaced existing schemes. It is recognised that care and language go hand-in-hand, with many people only able to communicate and participate in their care through Welsh.

A Welsh language delivery group was re-introduced on the 14th May 2019 with the purpose of supporting the board in discharging its responsibilities for organisation-wide compliance with the statutory Welsh language standards, for leading and monitoring delivery against bilingual service delivery and the supporting improvement plan with the aim of improving service user experience. This will be achieved by informing its agenda, determining its priorities and carrying out tasks and duties in accordance with the agreed cycle of business.

Progress against delivering and embedding Welsh language into the organisation includes:

- Fully bilingual internet site;
- Welsh language publication protocol implemented to support staff in the requirements for the publication of bi-lingual documentation;
- Social media accounts are bi-lingual with guidance provided to the owners on the requirements of the standards;
- A bi-lingual clinical appointment reminder texting service has been launched in phases across all of the main specialities. The default first text received is bi-lingual, and from that point forward the patient may specify whether they wish to receive further texts in Welsh or English;

- All patient letters are available bilingually. These include referral acknowledgment, day case and inpatient and outpatient appointment confirmations;
- Proactive communication and marketing campaign to promote the Welsh language across the organisation and distributing Welsh language marketing materials to staff, e.g. posters, mouse mats at various events.

The health board is recording the lowest level of recording of Welsh language competency of staff across NHS Wales which is an area of concern highlighted by the Welsh Language Commissioner. The units are working to identify the Welsh Language competency of staff, staff who are willing to be recognised as Welsh speakers for the purpose of engaging with patients and staff who have an interest in learning Welsh or strengthening their existing Welsh language skillset, for example building confidence in staff who can speak Welsh but are reluctant to converse in Welsh in the workplace.

Review of Effectiveness

As accountable officer, I have responsibility for reviewing effectiveness of the system of internal control. This is informed by the work of internal audit and executive directors who are responsible for the development and maintenance of the internal control framework and comments made by external auditors. Work has continued to improve the performance information provided to the board and its committees so that it can be assured on its accuracy and reliability as well as ensure the achievement of organisational objectives. As part of the implementation of the board assurance framework, committees now have delegated responsibilities to monitor developments in their areas, as the board is accountable for maintaining a sound system of internal control which supports the delivery of the organisation's objectives, primarily through the Audit and Quality and Safety committees.

❖ Internal Audit

Internal audit provides me, as accountable officer, and the board through the Audit Committee, with a flow of assurance on the systems of internal control. I have commissioned a programme of audit work which has been delivered in accordance with public sector internal audit standards by the NHS Wales Shared Services Partnership (NWSSP). The scope of this work is agreed with the Audit Committee and is focused on significant risk areas and local improvement priorities.

The overall opinion provided by the head of internal audit on governance, risk management and control is an outcome of this risk based audit programme and contributes to the picture of assurance available to the board in reviewing effectiveness and supporting our drive for continuous improvement.

As a result of the Covid-19 pandemic and the response to it by the health board, the audit programme was not completed in full. However, the head of internal audit has concluded that sufficient audit work has been undertaken during the year to be able to give an overall opinion in line with the requirements of the public sector internal audit standards. The findings of each review that was completed and the actions agreed, and

where possible, already taken, are summarised in the head of [internal audit's annual report](#).

- **Head of Internal Audit Opinion**

The scope of the opinion is confined to those areas examined in the risk based audit plan, which has been agreed with senior management and approved by the Audit Committee. The head of internal audit assessment should be interpreted in this context when reviewing the effectiveness of the system of internal control and be seen as an internal driver for continuous improvement.

The head of internal audit opinion on the overall adequacy and effectiveness of the organisation's framework of governance, risk management, and control is set out below.

 <p>- + Reasonable</p>	<p>The board can take reasonable assurance that arrangements to secure governance, risk management and internal control, within those areas under review, are suitably designed and applied effectively. Some matters require management attention in control design or compliance with low to moderate impact on residual risk exposure until resolved.</p>
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Basis for Forming the Opinion

In reaching the opinion, the head of internal audit has applied both professional judgement and the audit and assurance “*Supporting criteria for the overall opinion*” guidance produced by the director of audit and assurance, which is shared with key stakeholders.

Further information on the limitations to the audit opinion and the period it covers are set out in the Head of Internal Audit Opinion and Annual Report 2019-20.

The head of internal audit has concluded that *limited assurance* can be reported for the following domains:

- Corporate governance, risk and regulatory compliance.

Reasonable assurance can be reported for:

- Clinical governance, quality and safety;
- Strategic planning, performance management and reporting;
- Financial governance and management;
- Information governance and security;
- Operational services and functional management;
- Workforce management
- Capital and estates.

During the year, internal audit issued final audit reports with a conclusion of *limited* assurance in the following areas:

- Risk management and board assurance framework;

- Declarations of interest, gifts and hospitality;
- Health and safety;
- Annual plan: quality impact assessment;
- Procurement (no purchase order/no pay);
- World Health Organisation (WHO) checklist;
- Unit governance: primary care and community services;
- HTA (Human Tissue Act) mortuary (part two);
- Capital systems - financial safeguarding;
- Estates assurance: management of contractors;

Action plans have been agreed to improve performance in these areas. Progress will be monitored through the Audit Committee, with follow up internal audit reviews where necessary. Reports issued in draft (nine), or not concluded within the 2019-20 reporting period (one), will be subject to the same management consideration, action and monitoring arrangements as those already finalised.

Some planned assignments were deferred during the year following Audit Committee approval and carried forward into future audit planning. These are:

- Fire safety;
- Clinical governance;
- Mortality reviews;
- IT digital strategy: clinical information reporting;
- Consultant contract job planning;
- Locum on Duty;
- ARCH (A Regional Collaboration for Health).

Further detail on all audit work is included within Audit Committee papers and the Head of Internal Audit Opinion & Annual Report 2019-20.

❖ External Audit

The Auditor General for Wales issued a qualified opinion on the 2018-19 financial statements, and in doing so, brought the following to the attention of the Audit Committee and the board:

“I have concluded that the health board’s accounts were properly prepared and materially accurate, and my work did not identify any material weaknesses in the health board’s internal controls relevant to my audit of the accounts. I have therefore issued an unqualified opinion on their preparation.”

“The health board did not achieve financial balance for the three-year period ending 31 March 2019 and so I have issued a qualified opinion on the regularity of the financial transactions within its 2018-19 accounts.”

“Alongside my audit opinion, I placed a substantive report on the health board’s financial statements to highlight its failure to achieve financial balance and also its failure to have an approved three-year plan in place.”

The organisation's financial planning and management arrangements, governance and assurance arrangements and progress on improvement issues identified in the previous year's structured assessment were examined by Wales Audit Office and it was concluded that:

“The health board is organising itself to deliver an ambitious transformation programme. There is a systematic approach to strengthening governance arrangements, including important aspects of quality governance. Progress is being made to address workforce issues. However, action to improve finances and performance have not yet secured the improvements needed. It is unlikely that the health board will achieve financial balance in 2019-20;

“The health board has made progress in applying the sustainable development principle but recognises there is more work to do;

“My performance audit work has identified positive progress in addressing issues identified by previous audits but there is scope to secure further improvements.”

To inform the board as to compliance with governance standards and wider frameworks, the structured assessment for 2019 identified governance arrangements and improvements throughout the year. These included starting the implementation of the clinical services plan, an ambitious transformation programme, a focus on delivering greater value and efficiency, displaying visible leadership and strengthening overall governance but is aware that there is more to do in some aspects of quality governance and a more strategic approach to workforce management and, while acting to address workforce risks, recognises further opportunities and challenges.

The full structured assessment report is available from [Wales Audit Office's website](#) and the management actions have been incorporated into the governance work programme monitored through the Audit Committee.

Conclusion

As accountable officer, and based on the process outlined above, I have reviewed the relevant evidence and assurance relating to internal control. While the challenges faced remain similar to those outlined in 2018-19, with the support of the board there is confidence these can be addressed and improvement in governance has been demonstrated. Work is continuing to develop an IMTP deemed approvable as well as a focus on improving quality, reducing waiting times and improving access.

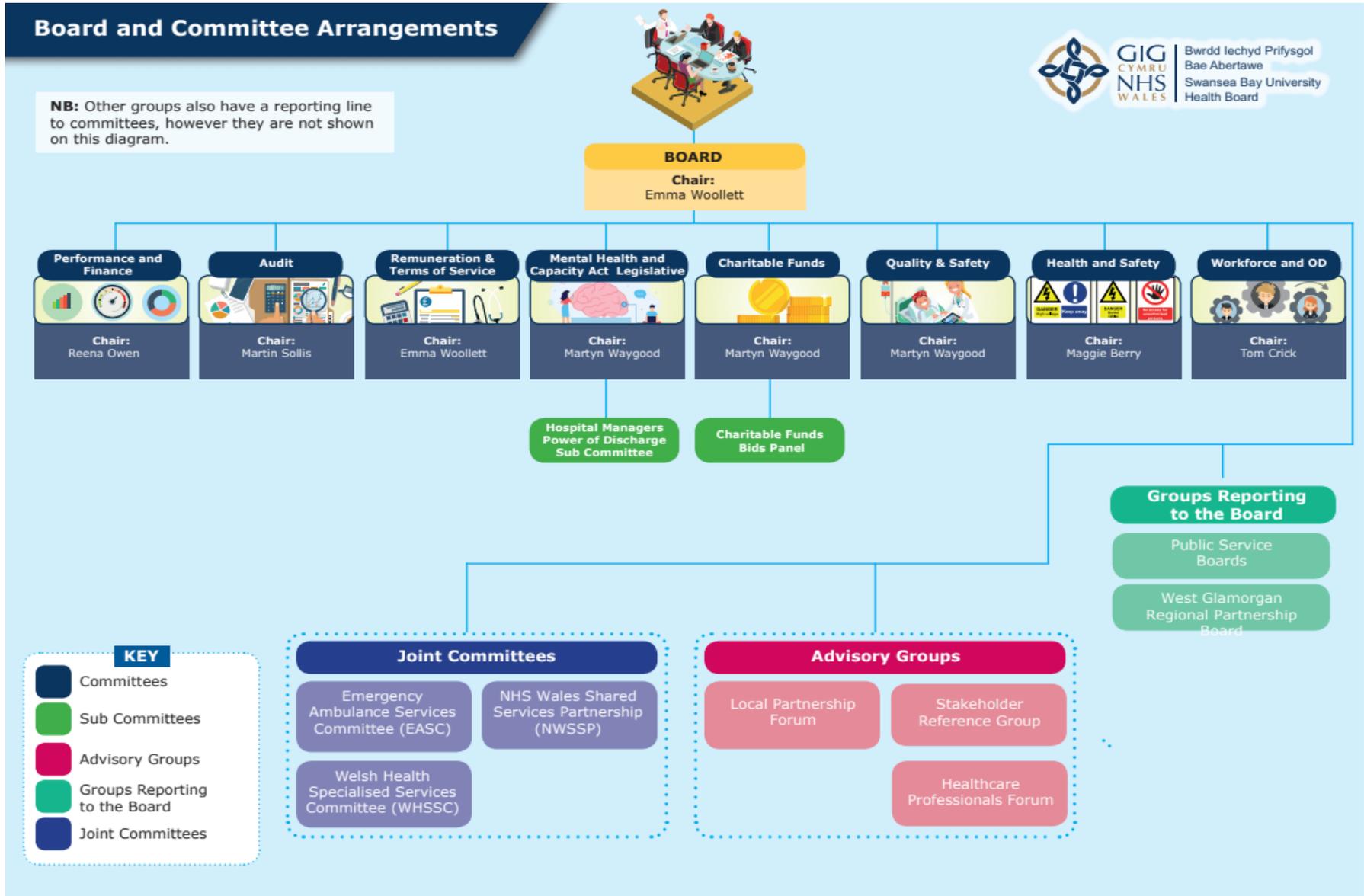
This governance statement highlights positive improvements in strengthening governance arrangements while at the same time addressing the challenges of being in targeted intervention, and I am confident that we have plans in place to address the weaknesses highlighted within the statement. As an organisation, there is disappointment with the number of areas that have received a limited assurance rating from internal audit and work is continuing to strengthen and improve its services.

While the last year has been difficult and challenging, some stability and progress was beginning to be made prior to the outbreak of Covid-19. My review has concluded that the health board has a generally sound system of internal control that supports the achievement of policies, aims and objectives, and no significant issues have been identified. Detailed action plans have been agreed to improve performance in all areas and these will be monitored through the governance structure.

As indicated throughout this statement, the need to plan and respond to the Covid-19 pandemic has had a significant impact on the organisation, wider NHS and society as a whole. It has required a dynamic response which has presented a number of opportunities in addition the risks. The need to respond and recover from the pandemic will be with the organisation and wider society throughout 2020-21 and beyond. I will ensure our governance framework considers and responds to this need.

Tracy Myhill
Chief Executive
Swansea Bay University Health Board

Appendix 1 – Board and Committee Structure



Appendix Two – Board and Committee Meeting Dates

The following table outlines dates of Board and Committee meetings held during 2019-20, highlighting and meetings that were not quorate:

Board/Committee	Dates in 2019-20											
Health Board	30 th May 2019	25 th July 2019	26 th September 2019	28 th November 2019	30 th January 2020	27 th February 2020	16 th March 2020	26 th March 2020				
Audit Committee	16 th May 2019	18 th July 2019	19 th September 2019	21 st November 2019	16 th January 2020	12 th March 2020						
					Not Quorate							
Mental Health Legislation Committee	9 th May 2019	8 th August 2019	7 th November 2019	6 th February 2020								
Remunerations and Terms of Service Committee	27 th June 2019	28 th November 2019	30 th January 2020	27 th February 2020								
Charitable Funds Committee	24 th June 2019	30 th September 2019	17 th October 2019 (Accounts)	9 th December 2019	23 rd March 2020							
					Cancelled							

Performance and Finance Committee	16 th April 2019	21 st May 2019	18 th June 2019	16 th July 2019	20 th August 2019	17 th September 2019	22 nd October 2019	19 th November 2019	17 th December 2019	28 th January 2020	25 th February 2020	24 th March 2020
Quality and Safety Committee	18 th April 2019	20 th June 2019	22 nd August 2019	24 th October 2019	12 th December 2019	28 th January 2020	25 th February 2020	24 th March 2020	28 th January 2020	25 th February 2020	24 th March 2020	
Workforce and OD Committee	23 rd April 2019	28 th May 2019	28 th June 2019	23 rd July 2019	27 th August 2019	25 th September 2019	30 th October 2019	21 st November 2019	17 th December 2019	20 th February 2020		
Health and Safety Committee	3 rd June 2019	2 nd September 2019	2 nd December 2019	3 rd March 2020								

Appendix Three – Board and Committee Membership

The Board has been constituted to comply with the Local Health Boards (constitution, Membership and Procedures) (Wales) Regulations 2009. In addition to responsibilities and accountabilities set out in term and conditions of appointment, Board members also fulfil a number a Champions roles where they act ambassadors for these matters.

Name	Position	Area of Expertise Representation Role	Board Committee Membership	Champion Roles
Andrew Davies	Chair (until June 2019)	N/A	<ul style="list-style-type: none"> Health Board (Member) 	
Emma Woollett	Interim Chair	N/A	<ul style="list-style-type: none"> Health Board (Member) 	<ul style="list-style-type: none"> Whistleblowing Champion
Jackie Davies	Independent Member	Staff Side	<ul style="list-style-type: none"> Health Board (Member) Mental Health Legislative Committee (Member) Charitable Funds Committee (Member) Quality and Safety Committee (Member) Workforce and OD Committee (Member) Health and Safety Committee (Member) Remuneration and Terms of Service Committee (Member) 	<ul style="list-style-type: none"> Staff Side Champion Veterans Champion
Maggie Berry	Independent Member	N/A	<ul style="list-style-type: none"> Health Board (Member) Mental Health Legislative Committee (Member) Remuneration and Terms of Service Committee (Member) Quality and Safety Committee (Former Chair) Health and Safety Committee (Chair) 	<ul style="list-style-type: none"> Catering and Nutrition Champion Older Person Champion

Name	Position	Area of Expertise Representation Role	Board Committee Membership	Champion Roles
Mark Child	Independent Member	Local Authority	<ul style="list-style-type: none"> • Health board (Member) • Remuneration and Terms of Service Committee (Member) • Performance and Finance Committee (Member) 	<ul style="list-style-type: none"> • Young Person's Champion
Martin Sollis	Independent Member	Finance	<ul style="list-style-type: none"> • Health Board (Member) • Audit Committee (Chair) • Remuneration and Terms of Service Committee (Member) • Charitable Funds Committee (Member) • Performance and Finance Committee (Member) 	
Martyn Waygood	Interim Vice Chair	Legal	<ul style="list-style-type: none"> • Health Board (Member) • Mental Health Legislative Committee (Member) • Remuneration and Terms of Service Committee (Member) • Charitable Funds Committee (Chair) • Health and Safety (Former Chair) • Quality and Safety Committee (Chair) 	<ul style="list-style-type: none"> • Complaints Champion • Health and Safety Champion
Tom Crick	Independent Member	ICT	<ul style="list-style-type: none"> • Health and Safety Committee (Member) • Audit committee (Member) • Workforce and OD Committee (Chair) • Remuneration and Terms of Service Committee (Member) 	<ul style="list-style-type: none"> • Information Governance Champion • Welsh Language Champion

Name	Position	Area of Expertise Representation Role	Board Committee Membership	Champion Roles
Reena Owen	Independent Member (From August 2019)	Community	<ul style="list-style-type: none"> Health Board (Member) Quality and Safety Committee (Member) Health and Safety Committee Remuneration and Terms of Service Committee (Member) Performance and Finance Committee (Chair) 	<ul style="list-style-type: none"> Public Health and Carers Champion
Nuria Zolle	Independent Member	Third Sector	<ul style="list-style-type: none"> Workforce and OD Committee (Member) Health and Safety Committee (Member) Remuneration and Terms of Service Committee (Member) Audit Committee (Member) Health Board (Member) 	
Julian Hopkin	Independent Member (April 2019 to November 2019)	University	<ul style="list-style-type: none"> Health Board (Member) 	
Alison Stokes	Associated Board Member (until Jan 2020)	Stakeholder Reference Group	<ul style="list-style-type: none"> Health Board (Member) 	
Malcolm Lewis	Associated Board Member (until November 2019)	Clinical	<ul style="list-style-type: none"> Health Board (Member) 	
Andrew Jarrett	Independent Member	Social Services	<ul style="list-style-type: none"> Health Board (Member) 	

Executive Directors

Name	Position	Area of Expertise Representation Role	Board Committee Membership	Champion/Other Roles
Tracy Myhill	Chief Executive	N/A	<ul style="list-style-type: none"> • Health Board (Member) • Remuneration and Terms of Service Committee (in attendance) 	<ul style="list-style-type: none"> • Emergency Ambulance Services Committee (Member)
Lynne Hamilton	Executive Director of Finance (until March 2020)	Finance	<ul style="list-style-type: none"> • Health Board (Member) • Audit Committee (In attendance) • Charitable Funds (Lead Director/Member) • Performance and Finance (Lead Director/Member) 	
Gareth Howells	Director of Nursing and Patient Experience	Nursing	<ul style="list-style-type: none"> • Health Board (Member) • Audit Committee (In attendance) • Mental Health Legislative Committee (Lead Director/In attendance) • Quality and Safety Committee (Lead Director/In attendance) • Health and Safety Committee (Lead Director/In attendance) • Workforce and OD Committee (In attendance) 	

Name	Position	Area of Expertise Representation Role	Board Committee Membership	Champion/Other Roles
Sandra Husbands	Director of Public Health (until Oct 2019)	Public Health	<ul style="list-style-type: none"> Health Board (Member) Quality and Safety Committee (In attendance) Health and Safety Committee 	
Hazel Robinson	Director of Workforce and OD	Workforce	<ul style="list-style-type: none"> Health Board (Member) Remuneration and Terms of Service Committee (Lead Director/In attendance) Workforce and OD (Lead Director/In attendance) Health and Safety Committee (in attendance) 	<ul style="list-style-type: none"> NHS Wales Shared Services Partnership Committee (NWSSP) Member
Sian Harrop-Griffiths	Director of Strategy	Strategic Planning	<ul style="list-style-type: none"> Health Board (Member) Charitable Funds Committee (Member) Performance and Finance Committee (Member) 	<ul style="list-style-type: none"> West Glamorgan Partnership Board ARCH Programme Board Member Design Champion
Richard Evans	Medical Director	Medical	<ul style="list-style-type: none"> Health Board (Member) Quality and Safety Committee (In attendance) Workforce and OD Committee (In Attendance) 	<ul style="list-style-type: none"> ARCH Programme Board Advisory Committee on Clinical Excellence Awards
Chris White	Chief Operating Officer Director of therapy and Health Science (From November 2018)	Operations Therapies and Health Science	<ul style="list-style-type: none"> Health Board (Member) Mental Health Legislative Committee Performance and Finance (Member) Quality and Safety Committee (In Attendance) Workforce and OD Committee (In Attendance) Health and Safety Committee 	

Name	Position	Area of Expertise Representation Role	Board Committee Membership	Champion/Other Roles
Keith Reid	Director of Public Health (interim from October 2019, substantive from March 2020)	Public Health	<ul style="list-style-type: none"> • Health Board (Member) • Quality and Safety Committee (In attendance) 	
Darren Griffiths	Interim Director of Finance (from February 2020)	Finance	<ul style="list-style-type: none"> • Performance and Finance (Lead) • Audit Committee (in attendance) • Health Board (Member) • Charitable Funds (Member) 	

Appendix Four – Members’ Attendance at Meetings



	Health Board	Audit Committee	Mental Health and Capacity and Legislation Committee	Remuneration & Terms of service Committee	Charitable Funds Committee	Finance and Performance Committee	Quality and Safety Committee	Workforce and OD Committee	Health and Safety Committee
Number of meetings	12	6	4	5	4	11	7	7	5
Andrew Davies Chair (until June 2019)	3			2					
Emma Woollett Vice Chair (until June 2019)	9		1	5		5	1		
Jackie Davies Independent Member	7		4	1	2	3	4	6	5
Maggie Berry Independent Member	12		3	2		7	5		5
Mark Child Independent Member	7	2				5			
Martin Sollis Independent Member	12	6		4	4	11			
Martyn Waygood Interim Vice Chair	11	3	4	3	4		7		4

	Health Board	Audit Committee	Mental Health and Capacity Act Legislation Committee	Remuneration & Terms of service Committee	Charitable Funds Committee	Finance and Performance Committee	Quality and Safety Committee	Workforce and OD Committee	Health and Safety Committee
Number of meetings	12	6	4	5	4	11	7	7	5
Tom Crick Independent Member	9	5		1				7	
Reena Owen Independent Member	11			1		6	7	4	4
Nuria Zolle Independent Member (From October 2019)	4	2	1	1		1	1	1	
Julian Hopkin Independent member (April – November 2019)	2								
Tracy Myhill Chief Executive	10			5					
Lynne Hamilton Director of Finance	9	4			4	9			
Gareth Howells Director of Nursing and Patient Experience	11	4	3			1	6	4	4

	Health Board	Audit Committee	Mental Health and Capacity Act Legislation Committee	Remuneration & Terms of service Committee	Charitable Funds Committee	Finance and Performance Committee	Quality and Safety Committee	Workforce and OD Committee	Health and Safety Committee
Number of meetings	12	6	4	5	4	11	7	7	5
Sandra Husbands Director of Public health (Until October 2019)	4						1		1
Hazel Robinson Director of Workforce and OD	11			5				6	3
<u>Siân</u> Harrop-Griffiths, Director of Strategy	12				2	7	2		1
Richard Evans Medical Director	12						5	6	
Chris White Chief Operating Officer and Director of Therapies and Health Sciences	10		3			9	1		2
Keith Reid Director of Public Health (from Oct 2019)	6						3		
Darren Griffiths Interim Director of Finance (from February 2020)	2	1				2	1		1

	Health Board	Audit Committee	Mental Health and Capacity and Legislation Committee	Remuneration & Terms of service Committee	Charitable Funds Committee	Finance and Performance Committee	Quality and Safety Committee	Workforce and OD Committee	Health and Safety Committee
Number of meetings	12	6	4	5	4	11	7	7	5
Alison Stokes Associated Board Member (until Jan 2020)	2								
Malcolm Lewis Associated Board Member (until November 2019)	2								
Andrew Jarrett, Independent Member	6								

*Due to the turnover of Independent Members, the membership of committees have been reviewed and updated throughout the year. These are outlined below. Also, as part of their induction, new independent members attended at least one meeting of each committee. Finally from October 2019, all independent members were invited to attend the Remuneration & Terms of Service Committee.

Emma Woollett: Chair Member of Performance & finance Committee until October 2019
Chair Member of Mental Health Legislative Committee until June 2019

Mark Child: Member of Audit Committee until October 2019
Member of Performance & Finance from October 2019

Maggie Berry: Member of Performance & Finance Committee until January 2020

Martyn Waygood: Member of Audit Committee until September 2019

Reena Owen: Chair of Performance & Finance Committee from October 2019

❖ **Health Board Meetings**

Reports Received
<p>Strategic Items</p> <ul style="list-style-type: none">● To receive and note a report on the development of an integrated medium term plan (IMTP) and clinical● To receive a report on the Bridgend Boundary Change● To receive a report on the implementation of the adult thoracic programme● To receive an update on digital inclusion <p>Quality, Safety & Performance</p> <ul style="list-style-type: none">● To receive a report on maternity services● To receive a report on the implementations of the Nurse Staffing Act● To receive the Health Board Performance Report● To receive a report on Financial Position to 30th April 2019 <p>Items for Approval</p> <ul style="list-style-type: none">● To receive a report on key issues discussed at the following board committee:<ul style="list-style-type: none">(i) Health and Safety Committee(ii) Audit Committee(iii) Workforce and Organisational Development Committee(iv) Mental Health Legislation Committee(v) Charitable Funds Committee● To receive the minutes of the following joint committees:<ul style="list-style-type: none">(i) ARCH Programme Board(ii) Joint Regional Planning & Delivery Committee(iii) Local Partnership Forum(iv) Stakeholder Reference Group
Reports Received
<p>Quality, Safety & Performance</p> <ul style="list-style-type: none">● To Receive the Health Board Performance Report● To receive and note key issues reports form:<ul style="list-style-type: none">(i) Performance and Finance Committee(ii) Quality and safety Committee(iii) Workforce and OF Committee(iv) Health and Safety Committee● To receive a report on the Financial Position to 30th June 2019 <p>Strategic Items</p>

- To receive and note a report on the development of an integrated medium term plan (IMTP) and clinical services plan
- To receive a report in Singleton MIU
- To receive a report on partnerships
- To receive a report on the key issues discussed at:
 - (i) ARCH Programme Board
 - (ii) Joint Regional Planning Delivery Committee
- To receive carers' annual report
- To receive the research and development annual report

Governance

- To receive and approve a report on non-emergency patient transport
- To agree a report on the disposal of Glynneath and Resolven Clinics
- To receive a report on key issues discussed at the following board committees:
 - (i) Audit Committee
 - (ii) Charitable Funds Committee
- To receive the minutes of the minutes if the following joint committees:
 - (i) Welsh Health Specialised Services Committee
 - (ii) NHS Wales Shared Services Partnership
 - (iii) Joint Transition Board
- To receive a report on the key issues discussed at:
 - (i) Local Partnership Forum
- To receive and note a report on matters reported in-committee at the previous meeting
- To receive and note reports on Corporate Governance Issues

Reports Received

Quality, Safety & Performance

- To receive a report on the Public Services Ombudsman Annual Letter 2018-2019
- To receive a report on Singleton Minor Injury Unit (MIU)
- To receive and note key issues reports from:
 - (i) Performance and Finance Committee
 - (ii) Quality and Safety Committee
 - (iii) Workforce and OD Committee
 - (iv) Health and Safety Committee
- To receive the Health Board Performance Report as at 31st August 2019

Strategic Items

- To receive and approve the annual and financial plan 2019-20
- To receive and note the report on the development of the Three Year Plan and Clinical Services plan
- To receive an update on progress against that wellbeing of Future Generations Act

- To receive a report and approve on Sexual Assault Referral Clinic (SARC)
- To receive and approve a report on Adult Thoracic Surgery Service for South Wales
- To receive and note a report on recent meetings with NHS Wales Partnerships
- To receive and note a report on recent meetings on key external partnerships
- To receive the reports on recent meetings with advisory groups of the board:
 - (i) Partnership Forum
 - (ii) Stakeholder Reference Group

Governance

- To receive and approve the primary Care Strategic Reflections Report for period 2018-19
- To receive a report on key issues discussed at the following board committees:
 - (i) Audit Committee
 - (ii) Mental Health Legislation Committee
- To receive and note a report on matters reported in-committee at the previous meeting
- To receive and note a report on Corporate Governance

Reports Received

Quality, Safety and Performance

- To receive and note key issues reports from:
 - (i) Performance and Finance Committee
 - (ii) Quality and Safety Committee
 - (iii) Workforce and OD Committee
- To receive the Health Board Performance Report as at 31st October 2019
- To receive a report on the health board risk register
- To receive and consider the recommendations to optimise the delivery of the Annual Plan 2019-20

Strategic Items

- To receive a report on the clinical services plan and integrated medium term plan (IMTP) 2020-21 to 22/23
- To receive and approve the winter plan 2019-20
- To receive and approve the major trauma business case
- To receive and discuss an update on compliance with the Nurse Staffing Levels (Wales) Act 2020
- To receive an update the implementation of the Guardian Service
- To receive a report on recent meetings with NHS Wales Partnership
- To receive a report on recent meeting on key external partnerships

- To receive the reports on recent meetings with advisory groups of the board:
 - (i) Partnership Forum
 - (ii) Stakeholder Reference Group (SRG)
- To receive an update on 'A Healthier Wales'

Governance

- To receive and approve the senior information risk owner (SIRO) annual report
- To receive and approve the formal transfer of assets and liabilities to Cwm Taf Morgannwg University Health Board
- To receive and approve revised standing orders
- To receive and approve the funding nursing care uplifts
- To receive a report on key issues discussed at the following board committees:
 - (i) Audit Committee
 - (ii) Charitable Funds Committee
- To receive a report on Corporate Governance Issues

Reports Received

Quality, Safety and Performance

- To receive and note key issues reports from:
 - (i) Performance and Finance Committee
 - (ii) Quality and Safety Committee
 - (iii) Workforce and OD Committee
- To receive the Health Board Performance Report as at 31st December 2019
- To receive an update on the implementation of the winter plan
- To receive a report in response to the office of National Statistics release on drug-related deaths

Strategic Items

- To receive a report on the integrated medium term plan (IMTP) 2020/21 to 22/23
- To receive an update on the digital transformation programme
- To receive an update on voluntary sector funding and framework
- To receive a report on recent meetings on key external partnerships
- To receive an update on the transformation programme

Governance

- To receive a report on the major trauma governance, including operational delivery network framework
- To receive the health board's self-assessment and action plan against the Cwm Taf Morgannwg University Health Board quality governance review

- To receive a report on Wales Audit Office annual reports and structured assessment
- To receive an update on the board assurance framework
- To receive an update on Welsh Language
- To receive a report on key issues discussed at the following board committees:
 - (i) Audit Committee
 - (ii) Health and Safety Committee
 - (iii) Mental Health Legislation Committee
- To receive a report in Corporate Governance Issues.

Reports Received

Quality, Safety and Performance

- To receive a deep dive on unscheduled care relating to ambulance waits and hospital to home

Strategic Items

- To receive the engagement document for the closure of Tonna Hospital

Reports Received

Quality, Safety and Performance

- To receive a report on Transcatheter Aortic Valve Insertion (TAVI)
- To review a presentation from the Emergency Ambulance Services Committee
- To receive and note key issues reports from:
 - (iv) Performance and Finance Committee
 - (v) Quality and Safety Committee
 - (vi) Workforce and OD Committee
- To receive a report on unscheduled care performance
- To receive the Health Board Performance Report as at 29th February 2020
- To receive a report on the Financial Position to 29th February 2020

Strategic Items

- To approve the Annual Plan 2020/21 in Three Year Contract
- To receive the budget and financial allocations
- To receive a report on recent meetings with NHS Wales Partnerships
- To receive the reports of the advisory groups:
 - a. Local Partnership Forum
 - b. Health Professional Forum
- To receive and approve the strategic equality objectives

Governance

- Long Term Agreement and service level agreements for 2020/21

- To receive a report on the operational delivery network framework for the major trauma network
- To receive a report on key issues discussed at the following board committees:
 - (iv) Audit Committee
 - (v) Health and Safety Committee
 - (vi) Mental Health Legislation Committee
- To receive a report in Corporate Governance Issues.

❖ Audit Committee

Reports Received

Governance, Risk and Internal Controls

- Annual Governance Statement (Draft)
- Organisational Annual Report (Draft)
- Standing Orders
- Risk Register
- Annual Quality Statement

Internal Audit

- Progress and Audit Assignment Summary
- Internal Audit Opinion and Annual Report (Draft)

External Audit

- Progress and Performance Report
- Clinical Coding Report
- 2018 Structured Assessment
- Audit enquiries to those charged with governance and management

Financial Focus

- Finance Update
- Review annual accounts (Draft)
- Remuneration and staff report (Draft)
- Losses and Special Payments

Counter Fraud

- Counter Fraud Annual Plan
- Counter Fraud Annual Report and Self-Assessment against NHS Protect standards.

Assurance Reports for Information

- Audit Committee Annual Report (Draft)

❖ Quality and Safety Committee

Reports Received
Patient Story <ul style="list-style-type: none">• Morriston Patient Story
Benchmarking, Learning and Quality Improvement <ul style="list-style-type: none">• Infection Control Report
Clinical and Service Quality Compliance and Performance <ul style="list-style-type: none">• Patients Experience Report• Annual Quality Statement• Performance Report
Governance and Risk Management <ul style="list-style-type: none">• NHS Wales Delivery Unit 90 day-review• HIW KW Action Plan• Quality Governance Review• Internal Audit Update• Quality and Safety Forum Update• External Inspections• Clinical Senate Council Report
Items for information <ul style="list-style-type: none">• GP Indemnity
Reports Received
Patient Story <ul style="list-style-type: none">• Singleton Hospital
Benchmarking, Learning and Quality Improvement <ul style="list-style-type: none">• Infection Control Report• Safeguarding Report• Quality Impact Assessment
Clinical and Service Quality Compliance and Performance <ul style="list-style-type: none">• Performance Report• Admission of CAMHS Patients to Adult Mental Health Ward
Governance and Risk Management <ul style="list-style-type: none">• DU 90 Day review action plan• Internal Audit: Interim HTA report• External Inspections

- Clinical Senate Council Report
- Committee Annual Report
- 5.6 Committee Terms of Reference

Items for information

- NHS Wales National Clinical Audit and Outcome Review Plan

Reports Received

Patient Story

Neath Port Talbot Hospital

Benchmarking, Learning and Quality Improvement

- Infection Control Report
- Safeguarding Report
- Maternity Services Update

Clinical and Service Quality Compliance and Performance

- Performance Report
- Patient Experience Report
- Primary Care Dashboard
- Ward to Board Dashboard
- 4.5 Health and Care Standards self-assessment 2019-2020 report

Governance and Risk Management

- DU 90 Day review action plan
- Internal Audit: Interim HTA report
- External Inspections
- Clinical Senate Council Report
- Committee Annual Report
- 5.6 Committee Terms of Reference

Items for information

- NHS Wales National Clinical Audit and Outcome Review Plan

Reports Received

Benchmarking, Learning and Quality Improvement

- Paediatric Acute and emergency
- Infection Control Report
- Safeguarding
- Suicide Prevention Report
- Substance Misuse

Clinical and Service Quality Compliance and Performance

- Feedback following Quality and Safety Summit
- Quality and Safety Performance Report

- Screening for Fetal Growth in line with Gap Grow
- Older People's Strategy
- Provision for Children who require Specialist Mental Health Inpatient Care letter

Governance and Risk Management

- EMRTS Clinical Governance
- Primary Care Peer Review
- Quality and Safety Risk Register
- National Maternity and Perinatal Audit Report

Inspections

- Internal Audit Update
- External Inspections Report

Items for information

- Key Issues: Quality and Safety Forum
- HIW Action Plan and Annual Report 2018-2019
- Items for Information

Reports Received

Benchmarking, Learning and Quality Improvement

- Patient Story: Nicola's Story
- Notification to Handover Time Lost Report
- Paediatric Acute and Emergency Report
- Suicide Prevention Report
- Substance Misuse Report
- Infection Control Report

Clinical and Service Quality Compliance and Performance

- CAMHS Action Plan and Report to include TY Llidiard Strategy Report
- Quality and Safety Performance Report
- Patient Experience Report

Inspections

- Internal Audit
- Community Health Council Report
- External Inspections Report

Items for information

- Key Issues: Quality and Safety Assurance Group
- Update on Quality and Safety Governance Group Terms of Reference and Quality and Safety Framework Development

Reports Received

Benchmarking, Learning and Quality Improvement

- Patients Story: Hannah's Story
- Infection Prevention Control measures outside of hospital care, to include what the trajectory is and what advice is being provided to GPs
- Safeguarding

Clinical and Service Quality Compliance and Performance

- Unscheduled Care to include ambulance handovers and implications of unscheduled care for Quality and Safety
- Quality and Safety Performance Report to include a focus on planned care waiting lists and Primary Care Quality Data
- Mortality Review

Inspections

- Internal Audit
- Community Health Council Monitoring Returns to include Returns to include Primary Care Governance reports

Items for information

- Key Issues: Quality and Safety Governance Group
- Health Care Standards Update
- Items for information

Reports Received

Benchmarking, Learning and Quality Improvement

- Patient Story: Jamie's Story
- Infection Control to include a formal assessment and action plan regarding the health board's infection control risks, hotspots, themes and action being taken
- Update on cleaning and recruitment issues following Senior Leadership Team to include the action plan

Clinical and Service Quality Compliance and Performance

- Quality and Safety Performance Report
- Quality and Safety Governance Action Plan and Cwm Taf Morgannwg University Health Board Governance Review
- Health Board Plan for Suicide Prevention
- Key Issues: Quality and Safety Governance Group

Inspections

- World Health Organisation Surgical Safety Checklists

Reports Received

Benchmarking, Learning and Quality Improvement

- Infection Prevention Control to include a breakdown of cleanliness levels and audits

Clinical and Service Quality Compliance and Performance

- Unscheduled Care update
- Quality and Safety Performance Report
- Patient Experience Report
- Quality and Safety Governance Action Plan and Cwm Taf Morgannwg University Health Board Governance review
- Major Trauma Network Clinical Guidelines

Inspections

- External Inspections to include Human Tissue Authority update

Appendix Six – Dashboard of Risks

Impact/Consequences	5				<p>4: Infection Control 49: TAVI Service 58: Ophthalmology Clinic Capacity 16: Access to Planned Care Services 50: Access to Cancer Services 63: Screening for Fetal Growth Assessment in line with Gap-Grow (G&G) 65: CTG Monitoring in Labour Wards 68: Coronavirus Pandemic 69: Adolescents being admitted to Adult MH wards 70: Data Centre outages</p>	<p>1: Access to Unscheduled Care Service 67: Target breeches to Radical Radiotherapy Treatment 66: SACT Treatment</p>
	4				<p>03: Workforce Recruitment of Medical and Dental Staff 11: Healthcare Model for Aging Population 43: DOLS Authorisation and Compliance with Legislation 45: Discharge information 48: Child & Adolescence Mental Health Services 37: Operational and strategic decisions are not data informed 57: Non-compliance with Home Office Controlled Drug Licensing requirements 61: Paediatric Dental GA Service - Parkway</p>	<p>64: H&S Infrastructure 39: IMTP Statutory Responsibility 42: Financial Plan 62: Sustainable Corporate Services 60: Cyber Security</p>
	3				<p>13: Environment of Health Board Premises 36: Electronic Patient Record 27: Sustainable Clinical Services for Digital Transformation 41: Fire Safety Regulation Compliance 52: Engagement & Impact Assessment Requirements 51: Compliance with Nurse Staffing Levels (Wales) Act 2016</p>	<p>15: Population Health Improvement 54: No Deal Brexit 53: Compliance with Welsh Language Standards</p>
	2					
	1					
	C X L	1	2	3	4	
Likelihood						

NATIONAL ASSEMBLY FOR WALES ACCOUNTABILITY AND AUDIT REPORT

Where the Swansea Bay University Health Board undertakes activities that are not funded directly by the Welsh Government the Trust receives income to cover its costs. Further detail of income received is published in the Trust's annual accounts; within note 4 headed 'other operating revenue'.

The Swansea Bay University Health Board confirms it has complied with cost allocation and the charging requirements set out in HM Treasury guidance during the year.

The Swansea Bay University Health Board ensures public funds are used appropriately and to deliver the intended objectives. Expenditure is compliant with the relevant legislation. Charges for services provided by public sector organisations pass on the full cost of providing those services.



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board

Financial Accountability and Remuneration and Staff Report

2019-20



Remuneration and Staff Report

2019-20

This report provides information in relation to Executive Directors' and Independent Members' remuneration, and outlines the arrangements which operate within the Health Board to determine this. It also includes information on staff numbers, composition, sickness absence data, staff policies applied during the year, expenditure on consultancy, off-payroll engagements and exit packages.

1. The Remuneration and Terms of Services Committee

This Committee considers the remuneration and performance of Executive Directors in accordance with the policy detailed below.

The norm is for Executive Directors and very senior managers' salaries (those outside of Agenda for Change) to be uplifted in accordance with the Welsh Government identified normal pay inflation percentage. For 2019/20 there was a pay inflation uplift of 2% for Executive Directors and very senior managers in line with the pay award agreed nationally for NHS staff.

If there were to be an up-lift over and above this level, this would always be agreed as a result of changes in roles and responsibilities and with advice from an independent consultancy with specialist knowledge of job evaluation and executive pay within the NHS. The Remuneration and Terms of Services Committee would receive a detailed report in respect of issues to be considered in relation to any uplift to Executive Directors salaries (including advice from the Welsh Government) and having considered all the advice and issues put before them, would report their recommendations to the Health Board for ratification.

The Committee also reviews objectives set for Executive Directors and assesses performance against those objectives when considering recommendations in respect of annual pay uplifts. It should be noted that Executive Directors are not on any form of performance related pay.

The Remuneration and Terms of Services Committee is chaired by the Health Board's Chairman, and the membership includes three other Independent Members (Chairs of Board Committees). The Committee meets as often as required to address business and formally reports in writing its recommendations to the Health Board. Meetings are minuted and decisions fully recorded.

The Committee also recommends to the Board annual pay uplifts in respect of Executive Directors and very senior managers in the Health Board who are not within the remit of Agenda for Change. For 2019/20, the only uplifts recommended were an inflationary uplift of 2%.

2. Independent Members' Remuneration

Remuneration for Independent Members is decided by the Welsh Government, who also determine tenure of appointment.

3. Single Remuneration Report

The Single Total Remuneration for each Director and Independent Member for 2019/20 and 2018/19 are shown in the table below. Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The salaries disclosed in the table below reflect new appointments and leavers during the financial years 2019/20 and 2018/19. Whilst the salaries disclosed relate to the period in post during the year, the NHS Pensions Agency is unable to attribute part year pension benefits to post holders and therefore, the full financial year Pension Benefits are shown. It should also be noted that the table below only includes Directors in post at the point that the NHS Pensions Agency provided the pension information to the health board in February 2020.

The value of pension benefits is calculated as follows: (real increase in pension¹ multiplied by 20) plus real increase in lump sum, less contributions made by the individual.

The pension calculation is based on information received from NHS BSA Pensions Agency included in the Disclosure of Senior Managers' Remuneration (Greenbury) 2020 report. Further details on the Single Total Remuneration figure from Cabinet Office can be found at the [Employer Pension Notices website in EPN 571 \(2019-20\)](#).

Names	Titles	2019/20					2018/19				
		Salary (£5k Bands)	Other Remun. (£5k Bands)	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)	Salary (£5k Bands)	Other Remun. (£5k Bands)	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)
		£000	£000	£00	£000	£000	£000	£000	£00	£000	£000
A Davies	Chairman until 30 th June 2019	15-20	0	0	0	15-20	65-70	0	0	0	65-70

¹ excluding increases due to inflation or any increase or decrease due to a transfer of pension rights

Names	Titles	2019/20					2018/19				
		Salary (£5k Bands)	Other Remun. (£5k Bands)	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)	Salary (£5k Bands)	Other Remun. (£5k Bands)	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)
		£000	£000	£00	£000	£000	£000	£000	£00	£000	£000
E Woollett	Interim Chairman from 1 st July 2019. Vice Chairman from 1 st April 2019 to 30 th June 2019	65-70	0	0	0	65-70	55-60	0	0	0	55-60
M Waygood	Interim Vice Chairman from 23 rd July 2019 Independent Member from 1 st April 2019 to 22 nd July 2019	40-45	0	0	0	40-45	15-20	0	0	0	15-20
T Myhill	Chief Executive	200-205	0	0	64	265-270	200-205	0	0	99	295-300
C White	Deputy Chief Executive from 4 February 2019. Chief Operating Officer, Director of Therapies and Health Science, Director of Primary, Community and Mental Health Services.	160-165	0	0	231	390-395	140-145	0	0	73	215-220
L Hamilton	Director of Finance from 1 st April 2019 to 29 th February 2020	165-170	35-40	0	36	235-240	135-140	0	0	32	165-170
D Griffiths	Interim Director of Finance from 2 nd March 2020	10-15	0	0		10-15					
R Evans	Medical Director from 4 th November 2018.	170-175	0	0	133	305-310	65-70	0	0	90	155-160

Names	Titles	2019/20					2018/19				
		Salary (£5k Bands)	Other Remun. £5k Bands	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)	Salary (£5k Bands)	Other Remun. £5k Bands	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)
		£000	£000	£00	£000	£000	£000	£000	£00	£000	£000
A Roeves	Interim Medical Director from 1 st October 2018 to 1 st November 2018						10-15	0	0		10-15
P Mangat	Interim Medical Director from 26 th July 2018 to 1 st October 2018						35-40	0	0		35-40
H Laing	Medical Director to 31 st July 2018						55-60	10-15	0		70-75
G Howells	Director of Nursing & Patient Experience from 16 th July 2018	130-135	0	0	106	235-240	90-95	0	0	181	270-275
A Hopkins	Interim Director of Nursing & Patient Experience from 4 th December 2017 to 13 th July 2018						80-85	0	0		80-85
H Robinson	Director of Workforce & OD from 9 th April 2018	125-130	0	0	26	155-160	125-130	0	0	215	340-345
K Lorenti	Acting Director of Human Resources from 1 st October 2016 to 8 th April 2018						0-5	0	0		0-5
C Morrell	Director of Therapies & Health Sciences from 6 th February 2017 to 1 st November 2018						55-60	0	0		55-60

Names	Titles	2019/20					2018/19				
		Salary (£5k Bands)	Other Remun. (£5k Bands)	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)	Salary (£5k Bands)	Other Remun. (£5k Bands)	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)
		£000	£000	£00	£000	£000	£000	£000	£00	£000	£000
S Husbands	Director of Public Health from 1 st April 2019 to 13 th October 2019	70-75	0	0		70-75	115-120	0	0	46	165-170
K Reid	Interim Director of Public Health from 13 th October 2019 until 29 th February 2020. Director of Public Health from 1 st March 2020	50-55	0	0	26	75-80					
S. Harrop-Griffiths	Director of Strategy	125-130	0	56	37	170-175	125-130	0	50	22	150-155
P Wenger	Director of Corporate Governance/Board	105-110	0	0	30	130-135	100-105	0	0	77	180-185
M Berry	Independent Member	15-20	0	0	0	15-20	15-20	0	0	0	15-20
C Phillips	Independent Member to 31 st December 2018						10-15	0	0	0	10-15
M Sollis	Independent Member	15-20	0	0	0	15-20	15-20	0	0	0	15-20
T Crick	Independent Member	15-20	0	0	0	15-20	15-20	0	0	0	15-20
M Child	Independent Member	15-20	0	0	0	15-20	15-20	0	0	0	15-20
R Owen	Independent Member from 10 th August 2018	15-20	0	0	0	15-20	10-15	0	0	0	10-15

Names	Titles	2019/20					2018/19				
		Salary (£5k Bands)	Other Remun. (£5k Bands)	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)	Salary (£5k Bands)	Other Remun. (£5k Bands)	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)
		£000	£000	£00	£000	£000	£000	£000	£00	£000	£000
R Ciborowski	Non-officer Member from 14 th August 2018 to 31 st December 2018						5-10	0	0	0	5-10
N Zolle	Independent Member from 9 th October 2019	5-10	0	0	0	5-10					
J Hopkin	Independent Member until 11 th November 2019	0	0	0	0	0	0	0	0	0	0
J Davies	Independent Member	0	0	0	0	0	0	0	0	0	0

The following notes provide explanations for either no salary or changes in salary or post between the financial the years:

- C White was appointed as Deputy Chief Executive with effect from 4th February 2019. Included within the salary for C White in 2019/20 is pay arrears of £5-£10k relating to the 2018-19 financial year. Actual salary for the post is in the range £155-£160k.
- L Hamilton, Director of Finance left the health board on 29th February 2020. In line with the settlement agreement for her departure, the salary reported within the table above represents a payment for untaken annual leave of £2,992.93, an ex-gratia payment for termination of employment of £35,464.64 and a payment of £35,464.64 in respect of her contractual entitlement to payment in lieu of notice.
- H Laing, Other Remuneration for 2018-19 related to payment of a clinical excellence award.
- A Hopkins commenced as Interim Director of Nursing & Patient Experience on 4th December 2017 and left the role on 13th July 2018. She was engaged via a Personal Services Contract (PSC), with the arrangement falling within the remit of the IR35 regulations.
- J Hopkin, Independent Member, declined remuneration for his post during the period that he was an Independent Member.

- J Davies is a full time employee of the Health Board and as such, has not received the remuneration that is normally paid to an Independent Member.
- C Morrell stood down from the role of Director of Therapies and Health Science on 1st November 2018 at which point the role ceased to be an Executive Director Role within the Health Board. The Therapies and Health Science portfolio now forms part of the role of the Chief Operating Officer.

The former Director of Finance left the Health Board on 29th February 2020 and was entitled to receive payments in line with the Settlement Agreement. These payments which were made in April 2020 are disclosed in this report, and in full within the figures in the Annual Accounts within Note 3.3 (Expenditure on Hospital and Community Services) and also within Note 5.5 (Reporting of other compensation schemes – exit packages).

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce. The highest paid director in the LHB in 2019/20 as in 2018/19 was the Chief Executive. The banded remuneration of the highest-paid director in the LHB in the financial year 2019/20 was £200,000 - £205,000 (2018/19, £200,000 - £205,000). This was 6.8 times (2018/19, 7.0) the median remuneration of the workforce, which was £29,881 (2018/19, £28,840).

In 2019/20, 5 (2018/19, 11) employees received remuneration in excess of the highest-paid director. The remuneration for these 5 employees includes payments in respect of waiting list initiatives undertaken in addition to their normal salary. Remuneration for staff ranged from £17,652 to £249,523 (2018/19 £17,460 to £245,038).

Total remuneration includes salary, non-consolidated performance-related pay, and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions. Benefits in kind relate to benefits derived from the provision of a leased car.

The employees who received remuneration in excess of the highest paid director in 2019/20 were all medical staff as in 2018/19. None of these staff are related to the Chairman, Executive Directors or Independent Members.

4. Directors Pension Benefits

The NHS scheme requires that employees pay from 5% up to 14.5%, on a tiered scale, of their earnings, into the NHS Pension Scheme, with the employer contributing 20.6%. The employer's contribution to the NHS Pension Scheme is excluded from the salary figures shown below for Executive Directors.

Cash Equivalent Transfer Value

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capital value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures and the other pension details include the value of any pension benefits in another scheme or arrangement which the individual has transferred to the NHS pension scheme. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

Real Increase in CETV

This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another scheme or arrangement) and uses common market valuation factors for the start and end of the period

The disclosures in the table below do not apply to independent members as they are not members of the NHS Pension Scheme and do not receive pensionable remuneration. It should be noted that the table below only includes Directors in post at the point that the NHS Pensions Agency provided the relevant information on pensions for staff, this being February 2020.

Name	Title	Real Increase/ (Decrease) in Pension @ Age 60 (bands of £2,500) £000	Real Increase/ (Decrease) in Pension Lump Sum @ Age 60 (bands of £2,500) £000	Total accrued Pension at age 60 at 31 March 2020 (bands of £5,000) £000	Lump Sum at age 60 related to accrued Pension at 31 March 2020 (bands of £5,000) £000	Cash Equiv. Transfer Value at 31/03/2010 £000	Cash Equiv. Transfer Value at 31/03/2019 £000	Real increase in Cash Equiv. Transfer Value £000	Employer's contrib. to stake-holder pension £000
T Myhill	Chief Executive	2.5-5	0-2.5	75-80	195-200	1,614	1,480	109	0

Name	Title	Real Increase/ (Decrease) in Pension @ Age 60 (bands of £2,500) £000	Real Increase/ (Decrease) in Pension Lump Sum @ Age 60 (bands of £2,500) £000	Total accrued Pension at age 60 at 31 March 2020 (bands of £5,000) £000	Lump Sum at age 60 related to accrued Pension at 31 March 2020 (bands of £5,000) £000	Cash Equiv. Transfer Value at 31/03/2010 £000	Cash Equiv. Transfer Value at 31/03/2019 £000	Real increase in Cash Equiv. Transfer Value £000	Employer's contrib. to stake-holder pension £000
L Hamilton	Director of Finance until 29 th February 2020	2.5-5		5-10		107	66	40	0
D Griffiths	Interim Director of Finance from 2 nd March 2020								
C White	Deputy Chief Executive and Interim Chief Operating Officer	10-12.5	32.5-35	70-75	210-215	1,661	1,344	294	0
K Reid	Director of Public Health	0-2.5	0-2.5	15-20	45-50	374	335	33	0
S Harrop- Griffiths	Director of Strategy	2.5-5	0-2.5	50-55	120-125	1,027	951	60	0
R Evans	Medical Director	5-7.5	10-12.5	55-60	130-135	1,114	950	147	0
G Howells	Director of Nursing & Patient Experience	5-7.5	15-17.5	60-65	180-185	1,365	1,194	152	0
H Robinson	Director of Workforce & OD	0-2.5	5-7.5	40-45	120-125	949	867	67	0
P Wenger	Director of Corporate	0-2.5	0-2.5	35-40	85-90	709	655	43	0

Name	Title	Real Increase/ (Decrease) in Pension @ Age 60 (bands of £2,500) £000	Real Increase/ (Decrease) in Pension Lump Sum @ Age 60 (bands of £2,500) £000	Total accrued Pension at age 60 at 31 March 2020 (bands of £5,000) £000	Lump Sum at age 60 related to accrued Pension at 31 March 2020 (bands of £5,000) £000	Cash Equiv. Transfer Value at 31/03/2010 £000	Cash Equiv. Transfer Value at 31/03/2019 £000	Real increase in Cash Equiv. Transfer Value £000	Employer's contrib. to stake-holder pension £000
	Governance/Board Secretary								

- L Hamilton has no lump sum as she is not a member of the 1995 NHS Pension Scheme. She is a member of the 2015 NHS Pension Scheme where no lump sum is payable.
- D Griffiths chose not to be covered by the NHS Pension arrangements during 2019-20

5. Contracts of employment

With the exception of the Interim Chief Operating Officer and Deputy Chief Executive, (C White) who is on secondment from his permanent contract at Cwm Taf Health Board, all Executive Directors are on permanent Contracts of Employment with Swansea Bay University Local Health Board. Executive Directors are required to give the Health Board three months notice and are eligible to receive three months notice from the Health Board. The policy on duration of contracts, notice period and termination periods is that set by the Welsh Government.

The only provisions for early termination are as allowed by the NHS Pension Scheme (compensation for premature retirement) regulations. In all other cases of early termination this will be as detailed in individuals' contract of employment.

6. Other information

There are no local pay bargaining initiatives within the Health Board. No payments have been made for Professional Indemnity Insurance for any Officer or Director.

7. Staff Report Section

This section of the report includes information on staff numbers, composition, sickness absence data, staff policies applied during the year, expenditure on consultancy, off-payroll engagements and exit packages.

7.1 Staff Numbers and Composition

The average number of employees by staff group for 2019/20 is set out in the table below, along with the comparison for 2018/19. The average is calculated as the whole time equivalent number of employees under contract of service at the end of each calendar month in the financial year, divided by the number of months in the financial year. The numbers for 2018/19 represent the staff employed within the former Abertawe Bro Morgannwg University Health Board, which was succeeded on 1st April 2019 by Swansea Bay University Health Board under statutory instrument 2019 No.349 (W.83), the Local Health Boards (Area Change) (Wales) (Miscellaneous Amendment) Order 2019. This statutory instrument transferred the principal local government area of Bridgend from Abertawe Bro Morgannwg University Local Health Board to Cwm Taf University Local Health Board, and created Swansea Bay University Local Health Board which is responsible for the provision of healthcare services for the populations falling under the local government areas of Swansea and Neath Port Talbot.

As a result of this change, staff previously employed by Abertawe Bro Morgannwg University Health Board to provide services to the population falling under the local government area of Bridgend transferred to Cwm Taf Morgannwg University Health Board under the Transfer of Undertakings (protection of Employment) Regulations (TUPE) resulting in the reduction in the number of staff employed by Swansea Bay University Health Board as shown in the table below.

Staff Group	Permanent Staff	Agency Staff	Staff on Inward Secondment	Total 2019/20	Total 2018/19
Administration, Clerical & Board Members	2,106	35	16	2,157	2,535
Medical & Dental	1,044	44	0	1,088	1,392
Nursing, Midwifery registered	3,449	171	0	3,620	4,636
Professional, Scientific & technical staff	360	0	0	360	448
Additional Clinical Services	2,297	25	0	2,322	2,767
Allied Health Professions	760	16	0	776	921
Healthcare Scientists	298	5	0	303	324
Estates and Ancillary	1,036	21	0	1,057	1,410
Students	2	0	0	2	5

Staff Group	Permanent Staff	Agency Staff	Staff on Inward Secondment	Total 2019/20	Total 2018/19
Totals	11,352	317	16	11,685	14,438

As at 31st March 2020, the Health Board has 12,991 employees, of which 8 are Executive Directors. Of these staff, 2,933 are male, including 5 Executive Directors, and 10,058 are female, including 3 female Executive Directors.

There are also 9 Independent Members, of which 4 are male and 5 are female.

7.2 Sickness Absence Data

	2019/20	2018/19
Total days lost	260,356.78	303,195.43
Short Term Sickness (27 days or less)	75,095.71	78,448.06
Long Term Sickness (28 days or more)	185,261.07	224,747.37
Total staff years	11,321.07	14,093.05
Average working days lost	14	13
Total staff employed in period (headcount)	12,902	16,088
Total staff employed in period with no absence (headcount)	4,771	6,521
Percentage staff with no sick leave	36.30%	40.32%

7.3 Staff Policies applied during the year:

The staff policy on equality was applied during the year to address the following:

- For giving full and fair consideration to applications for employment by the Health Board made by disabled persons, having regard to their particular aptitudes and abilities.
- For continuing the employment of, and for arranging appropriate training for, employees of the Health board who have become disabled persons during the period when they were employed by the Health Board.

- Otherwise for the training, career development and promotion of disabled persons employed by the Health Board.

7.4 Expenditure on Consultancy

As disclosed in Note 3.3 of the Health Board’s Accounts, the Health Board incurred expenditure of £0.349m on Consultancy Services in 2019/20. Expenditure on Consultancy Services is incurred when outside expertise is required by the Health Board to support the Health Board in managing its services and functions on a day to day basis. Such examples include:

- Management Consultancy to support performance improvement through independent reviews of the Health Board’s Clinical Services and benchmarking of clinical and other performance data.
- Management Consultancy to support the Health Board with staffing and other operational management issues.
- External advice and support to the Health Board in implementing staff development and training programmes.

7.5 Off-payroll Engagements

Table 1: For all off-payroll engagements as of 31 March 2020, for more than £245 per day and that last for longer than six months

Number of existing engagements as of 31 March 2020	0
Of which...	
Number that have existed for less than one year at time of reporting.	0
Number that have existed for between one and two years at time of reporting.	0
Number that have existed for between two and three years at time of reporting.	0
Number that have existed for between three and four years at time of reporting.	0
Number that have existed for four or more years at time of reporting.	0

Table 2: For all new off-payroll engagements, or those that reached six months in duration, between 1 April 2019 and 31 March 2020, for more than £245 per day and that last for longer than six months

Number of new engagements, or those that reached six months in duration, between 1 April 2018 and 31 March 2019	0
Number of these engagements which were assessed as caught by IR35	0
Number of these engagements which were assessed as not caught by IR35	0
Number of these engagements that were engaged directly (via PSC contracted to department) and are on the departmental payroll;	0
Number of these engagements that were reassessed for consistency/assurance purposes during the year whom assurance has been requested but not received;	0
Number that saw a change to IR35 status following the consistency review.	0

Table 3: For any off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, between 1 April 2019 and 31 March 2020

Number of off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, during the financial year.	0
Details of the exceptional circumstances that led to each of these engagements.	Not Applicable
Details of the length of time each of these exceptional engagements lasted	Not Applicable

Total number of individuals both on and off-payroll that have been deemed “board members and/or senior officials with significant financial responsibility”, during the financial year. This figure includes engagements which are ON PAYROLL as well as those off-payroll.	0
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There were 0 off payroll engagements in place at the start of the 2019/20 financial year. There have been no new off payroll engagements during the year.

7.6 Exit packages

The figures disclosed relate to exit packages agreed in the year. The actual date of departure might be in a subsequent period, and the expense in relation to the departure costs may have been accrued in a previous period. The data here is therefore presented on a different basis to other staff costs and expenditure noted in the Health Board’s Annual Accounts.

	2019-20				2018-19
Staff Numbers					
Exit packages cost band (including any special payment element)	Number of compulsory redundancies	Number of other departures	Total number of exit packages	Number of departures where special payments have been made	Total number of exit packages
less than £10,000	0	0	0	0	0
£10,000 to £25,000	0	0	0	0	0
£25,000 to £50,000	0	0	0	0	1
£50,000 to £100,000	0	1	0	0	0
£100,000 to £150,000	0	0	0	0	0
£150,000 to £200,000	0	0	0	0	0
more than £200,000	0	0	0	0	0
Total	0	1	1	0	1

	2019-20				2018-19
Exit Packages Costs					
Exit packages cost band (including any special payment element)	Cost of compulsory redundancies	Cost of other departures	Total cost of exit packages	Cost of special element included in exit packages	Total cost of exit packages
	£	£	£	£	£'
less than £10,000	0	0	0	0	0
£10,000 to £25,000	0	0	0	0	0
£25,000 to £50,000	0	0	0	0	45,805
£50,000 to £100,000	0	73,922	73,922	35,465	0
£100,000 to £150,000	0	0	0	0	0
£150,000 to £200,000	0	0	0	0	0
more than £200,000	0	0	0	0	0
Total	0	73,922	73,922	35,465	45,805

The exit package disclosed above for 2019/20 will be paid in April 2020 and relates to a payment made to the former Director of Finance who left the Health Board on 29th February 2020. The package comprised payments in lieu of notice, for untaken annual leave and an ex-gratia payment on termination.

The exit package disclosed above for 2018/19 comprises departure costs paid in accordance with the provisions of the NHS Voluntary Early Release Scheme (VERS).

Where the LHB has agreed early retirements, the additional costs are met by the LHB and not by the NHS Pensions Scheme. Ill-health retirement costs are met by the NHS Pensions Scheme and are not included in the table.

£0 exit costs were paid in 2019-20, the year of departure (2018-19, £45,805).

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