

**Finance and Performance Committee Chair's Report**  
**Board Workshop Meeting**  
**25 May 2023**

<b>Presented for:</b>	Information and assurance
<b>Presented by:</b>	Gillian Taylor, Chair of the Finance & Performance Committee Simon Worthington, Director of Finance
<b>Author(s):</b>	Gillian Taylor, Chair of the Finance & Performance Committee Victoria Hewitt, Trust Board Administrator
<b>List of meeting dates:</b>	29 March and 26 April 2023

<b>Our Annual Commitments for 2023/24 are:</b>	
Effectively develop and deploy new assets (buildings, equipment, IT)	
Reduce healthcare associated infections	
Improve staff retention	
Deliver the financial plan	✓
Reduce average length of stay by 0.5 days per patient	✓
Achieve the Access Targets for Patients	✓
Support a culture of research	

<b>Key points:</b>	
This summary provides an overview of significant issues of interest to the Board, highlights key risks discussed, key decisions taken, and key actions agreed by the Finance and Performance Committee.	For information and assurance

<b>Risk Appetite Framework</b>			
<b>Level 1 Risk</b>	<b>Level 2 Risks</b>	<b>(Risk Appetite Scale)</b>	<b>Impact</b>
Clinical Risk	Capacity Planning Risk - We will ensure that capacity is planned to meet the demand for elective and non-elective (acute) admissions to our hospitals, managing this risk to provide safe treatment and care to our patients.	Cautious	Moving Towards
Financial Risk	Financial Management & WRP - We will deliver sound financial management and reporting for the Trust, aiming to at least break even, with no material variances to forecast.	Cautious	Moving Towards
Financial Risk	Financial Reporting Risk - We will deliver sound financial management and reporting for the Trust, with no material misstatements or variances to forecast.	Minimal	Moving Towards
Financial Risk	Cash Management - We will retain a minimum balance of £3m in line with requirements for a Trust of our size.	Cautious	Moving Towards
External Risk	Regulatory Risk - We will comply with or exceed all regulations, retain its CQC registration and always operate within the law.	Cautious	Moving Towards

## **Finance and Performance (F&P) Committee – 29 March 2023**

### **Chairs Activity**

The Committee Chair provided a verbal update of her activities since the last Committee meeting and shared detail to the Leadership Walkround to a Cardiorespiratory ward she had attended which had include the opportunity to speak to patients as well as staff.

In addition, she updated on the briefing she and Suzanne Clark, Audit Committee Chair had received on progress against the yearend provision and accounts process.

### **Draft F&P Annual Report**

The Committee approved its 2022/23 annual report which would be presented for assurance to the Audit Committee on 4 May 2023. It was confirmed that the Committee had fulfilled its duties as described in its Terms of Reference and the workplan for 2023/24 was approved.

### **Approvals**

The Committee made a number of approvals in line with its powers as defined in the Trust's Standing Financial Instructions and the Scheme of Delegation which are restricted from the public domain due to commercial sensitivity.

### **Financial and Capital Reports**

The Committee received an update on the Trust's financial position at the end of month 11 2022/23; at month 11 the Trust was delivering a £4.1M surplus which created a year-to-date position of a surplus of £1.1M which was £1.4M adverse to plan. Across all cases the Trust was forecasting it would deliver the £7.6M surplus as agreed in the 2022/23 plan.

The capital forecast had reduced by £1.3M to £129M following a number of forecast funding changes in month 11 with the Cash position reported at £103M which was larger than forecast due to holding some resources on behalf of the system.

The Committee also received a deep dive on the financial planning in relation to 2023/24 which is restricted from the public domain as it contains information in draft format which may not represent the organisations final decision.

### **Performance Constitutional Standards Assurance Report (CSAR)**

The report provided set out the Trust's performance against the national constitutional standards at month 11 (reporting on the February position for all standards with the exception of cancer which reported on January 2023).

Assurance was received on the actions and mitigations in place to support the Trusts recovery of the standards as it moved through its reset and recovery; the most recent performance data is available via the Integrated Quality and Performance Report (IQPR) at agenda item 12.1.

### **Deep Dive**

The Committee received a deep dive on Cancer Waiting Times and noted the proposed internal trajectories for 2023/24, confirming its assurance of the actions taken to improve the 62-day performance and in ensuring timely treatment for patients.

## **F&P Committee – 26 April 2023**

### **Chairs Activity**

The Committee Chair shared insights from the Health and Well Being Board she had attended on the Intermediate Care Redesign Programme, the Inclusive Growth Strategy and the City's financial position. She had also attended an NHS Providers session on the Covid Public Inquiry.

She updated that she had also deputised for the Trust Chair at a recent national finance briefing by NHS England (NHSE) which had reiterated the need for all organisations to work towards a balanced plan.

In addition, she had met with senior members of the Finance Team and Chair of the Audit Committee to receive a deep dive on the year-end financial position which had provided assurance in addition to the regular updates received through the Committee.

### **Approvals**

There were no approvals for consideration.

### **Performance CSAR**

The report provided set out the Trust's performance against the national constitutional standards at month 12 (reporting on the March position for all standards with the exception of cancer which reported on February 2023).

Assurance was received on the actions and mitigations in place to support the Trusts recovery of the standards as it moved through its reset and recovery.

The Committee commended the Trust's performance on Ambulance Waiting Times with the LGI rated as the best performing Trust for 2022/23 with SJUH ranked 10th.

The Committee was informed that the Trust had been placed on tier 2 for elective recovery (in line with the national approach) and the ICB would be holding the Trust to account for its recovery.

Further detail was provided to the increased monitoring the Trust would be under during this time and assurance was provided of the recovery plans in place to recover waiting times. The Committee noted the assurance on harm reduction and safety of patients on the waiting list received through the Quality Assurance Committee.

### **Deep Dive**

The Committee received a deep dive on Long Waits and Total Waiting List; the report included an update on the Trust's total Referral to Treatment (RTT) waiting list and the numbers of patients experiencing 104 and 78 week waits for treatment. It described the growth of the RTT waiting list in recent months and the impact of strike action on waits. The report described progress made in reducing the longest waiting times for some patients against the national objectives to eliminate all waits over 78 weeks and the objective in the current year to lower the maximum wait to below 65 weeks.

The Committee received the report and confirmed its support for the current strategy for increasing elective activity and reducing waiting times for patients.

### **Financial and Capital Report**

The report provided an update on the Trust's financial position at the end of month 12 2022/23; subject to External Audit review, the Trust had achieved its planned surplus of £7.6M for 2022/23.

Against the Cash and Capital position, the year-end capital spend was reported at £133.3M which was £3.9M ahead of allocation due to utilising slippage within the ICB. The cash position at the end of the year was £91M. Better Payments Practice Code (BPPC) compliance for the month was 98% and year to date finished at 98%, a record level for the Trust and an achievement that had been nationally acknowledged.

In addition, the Committee received a further deep dive on the financial planning in relation to 2023/24 which is restricted from the public domain as it contained information in draft format which may not represent the organisations final decision.