

**Finance and Performance Committee Chair's Report
Public Board Meeting
30 November 2023**

Presented for:	Information and assurance
Presented by:	Gillian Taylor, Chair of the Finance & Performance Committee Simon Worthington, Director of Finance Clare Smith, Chief Operating Officer
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List of meeting dates:	27 September and 25 October 2023

Our Annual Commitments for 2023/24 are:	
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	

Key points:	
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

Risk Appetite Framework			
Level 1 Risk	Level 2 Risks	(Risk Appetite Scale)	Impact
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 – 27 September 2023

Patient Story

A patient feedback letter was shared with the Committee that had been received by the AMS CSU Team. The Committee had noted the care and professionalism displayed from a range of staff across different services and sites, with the individual being very complimentary of the seamless care they had received. The importance of delivering person-centred care was reiterated with recognition of the range of services and interactions this patient had accessed across the system during their patient journey. A copy of this letter was available to view by the Board within the Committee meeting minutes provided within the Board Workshop.

Finance

The Committee received an update on the Trust's financial position at the end of month five 2023/24 and were updated on progress against the three objectives of the Finance the Leeds Way (FtLW) programme; Service and Financial Sustainability, Financial Governance Improvements and Financial Skills Development. On 28 September 2023 the Board received the Fundamental Financial Review which had included a high level overview of this information and highlighted areas for Board attention.

Procurement – Six Month Assurance Report

The Committee received its biannual update against progress of the procurement function against its agreed strategic objectives; overall positive progress was being made however challenges in the national and international market were recognised as having an impact. The Trust continues to work closely with colleagues across the ICB to reduce procurement related risk and expand opportunities for collaborative contracts.

Constitutional Standards Assurance Report (CSAR)

The report provided set out the Trust's performance against the national Constitutional Standards at month five (reporting on the August 2023 position for all standards with the exception of Cancer Waiting Times which reported on July 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 to the Trust Board via the Integrated Quality and Performance Report (IQPR) at agenda item 12.1.

In addition, the Committee received a deep dive into the Cancer Waiting Times (CWT) standard which highlighted the continued risks to delivery, mitigating actions in response and advised on the changes to the recording and reporting of the cancer national standards as of October 2023. The Committee had confirmed its support to the current strategy of backlog clearance and improvement of delivery against the 62 day cancer standard.

Assurance of new Out Patient Standard

The Committee had provided a recommendation to the Trust Board to sign-off the self-certification document, required by NHSE, against plans to reduce follow-up volumes and the number of patients waiting over 65 weeks for first outpatient review following review of the evidence submission and self-certification; the Board received and approved on 28 September 2023

F&P Committee – 25 October 2023

Patient Story

The Deputy Chief Operating Officer (COO) shared examples of his own family's experience with healthcare services, to illustrate the need to, and importance of delivering transformations within various different aspects of the patient pathway, and to avoid unnecessary admissions and outpatient attendances:

One example highlighted that some outpatient follow-up appointments were not required presenting opportunities for streamlining not only for patient benefit but for releasing capacity for use by other patients.

Another example highlighted the capacity challenges within the NHS Ophthalmology service(s) versus the those commissioned by the NHS but provided in the independent sector. The Committee explored the access barriers within the Trust's Ophthalmology service and were updated on discussions taking place across the ICB to explore the value of central referral hubs which would also support equity of access for patients.

The third example had highlighted the value of the Homefirst programme, with recovery from a fall being able to be treated at home with two way care between the hospital and home carers. The Committee was updated on progress of the PCAL and SDEC initiatives to support admission avoidance.

The Committee had recognised the aligning objectives within the Trusts Operational Transformation Strategy and was supportive of the cross-regional discussions taking place.

Constitutional Standards Assurance Report (CSAR)

The report provided set out the Trust's performance against the national Constitutional Standards at month six (reporting on the September 2023 position for all standards with the exception of Cancer Waiting Times which reported on August 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 to the Trust Board via the Integrated Quality and Performance Report (IQPR) at agenda item 12.1. There were some specific areas of challenge highlighted to the Committee (with details provided through the Committee minutes which are available to the Board) and assurance was received of the oversight, action and targeted support provided through the Executive Team.

In addition the Committee was informed of a change of methodology in the data collection process for Ambulance Handover Times which would see performance against this standard artificially rise. This related to coding changes by Yorkshire Ambulance Service.

Assurance of Winter Planning

The Committee received an assurance update on the Trusts winter planning programme which included the latest available demand and capacity modelling, along with the mitigating actions being completed locally by CSUs, Trust-wide initiatives, and system action plans. The full Winter Plan is scheduled to be received by the Trust Board in November 2023 and a copy of the report received by the Committee has been made available to the Board at Agenda Item J2.5.

Finance

The Committee received an update on the Trust's financial position at the end of month six 2023/24 and were updated on progress against the three objectives of the Finance the Leeds Way (FtLW) programme; Service and Financial Sustainability, Financial Governance Improvements and Financial Skills Development.

At month six the Trust was reporting a deficit of £1.6M which was £1.4M adverse to the NHSE plan with a year-to-date deficit of £18.2M. The year-to-date adverse variance to plan was £11.1M which was primarily due to higher pay costs, the impact of pay awards (where the additional income did not meet the additional cost) and costs associated with industrial action (which were not known at the time of plan submission).

Post meeting note: the Board held an Extra Ordinary meeting on 16 November 2023 to review the Trusts financial position, in light of the letter issued by NHS England setting out the additional funding

allocation. The Trust has responded to WY ICB deadline as required by 22 November 2023. Therefore the position reported above will be amended once the allocation is confirmed across WY ICB.

Insight was provided into the local, regional and national position; at the time the Committee had supported that the Trust continue to externally forecast a breakeven position whilst recognising the significant risk to this position.

In addition, the Committee received an update on the Five Year Financial Plan and approved a number of annual refreshments that had been made. The Committee explored the capital allocation in coming years; ask of the WRP, risk and opportunity; allocation of DIT funding and capital noted as a challenge and the Committee requested the Executive Team explore this further outside of the meeting.