

**Finance and Performance Committee Chair's Report
Board Workshop Meeting
28 March 2024**

Presented for:	Information and assurance
Presented by:	Gillian Taylor, Chair of the Finance & Performance Committee Simon Worthington, Director of Finance
Author(s):	Gillian Taylor, Chair of the Finance & Performance Committee Victoria Hewitt, Trust Board Administrator
List of meeting dates:	24 January and 28 February 2024

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 – 24 January 2024

Patient Story

The Committee received a patient story which highlighted the improvements in waiting times for MRI scans under General Anaesthetic for Adults. The update described how streamlining existing process had saved over 45 minutes per patient, and since the interventions by the team no on the day cancellations had been recorded, and the six month waiting list had reduced to an average of six weeks. In recognition of the patient and operational benefits it was recommended that this story also be shared across WYAAT.

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 report provided an update on the Trust's financial position at the end of month nine 2023/24 and 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.

The month nine position was reported as a surplus of £3.3M against a year to date deficit of £9.5M with the primary reasons cited as higher pay costs, the impact of pay awards, and costs associated with industrial action. Against the capital programme, a year-to-date expenditure at £47.4M was reported and Programme Leads continued to provide strong assurance against delivery.

Planning Guidance 2024/25

The draft 2024/25 planning guidance had been released and the Trust had been asked to provide draft workforce and performance numbers to the ICB by 22 February 2024 and a formal submission after this with a date to be confirmed. An update on the submission was provided to the Board at an extra-ordinary Board Workshop meeting held 28 February 2024.

Performance Constitutional Standards Assurance Report (CSAR)

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

Assurance was received on the actions and mitigations in place to support the Trusts recovery of the standards as it moved through its Covid reset and recovery stages; the most recent performance data is available to the Trust Board via the Integrated Quality and Performance Report (IQPR) at agenda item 10.1.

Deep Dive

The Committee received a deep dive on the Diagnostic Standard and had confirmed its support for the current strategy and approach for increasing diagnostics activity and reducing waiting times for patients.

F&P Committee – 28 February 2024

Patient Story

The Committee received a patient story which focused on the use of the Remote Monitoring Virtual Ward (RMVW) which allowed patients to be safely monitored in their usual place of residence and as an alternative to being in hospital.

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 report provided an update on the Trust's financial position at the end of month ten 2023/24 and 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.

The month ten position was a surplus of £0.8M against a year-to-date deficit of £8.7M, primarily due to higher pay costs, the impact of pay awards and costs associated with industrial action (which were not known at the time of plan submission).

Performance CSAR

The report provided set out the Trust's performance against the national constitutional standards at month ten (reporting on the January 2024 position for all standards with the exception of cancer which reported on December 2023).

Assurance was received on the actions and mitigations in place to support the Trusts recovery of the standards as it moved through its Covid reset and recovery stages; the most recent performance data is available to the Trust Board via the Integrated Quality and Performance Report (IQPR) at agenda item 10.1.

In addition, the Committee received a deep dive on occupancy, inpatient flow and discharge and noted the stabilisation and improvements in this area.