

**Finance and Performance (F&P) Committee  
Chairs Summary Report**

**Public Board  
29 January 2026**

<b>Presented for:</b>	Alert, Advice and Assurance
<b>Presented by:</b>	Mike Baker, Non-Executive Director and Acting Chair of the F&P Committee
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<b>List of meeting dates:</b>	17 December 2025 and 9 January 2026 (Extra-Ordinary Meeting)

<b>Link to Strategic Objective</b>	Ensure financial sustainability
<b>Link to Provider Capability Assessment</b>	Financial performance and oversight
<b>Link to CQC Well-led Statement</b>	Governance, Management and Sustainability
<b>Regulatory Impact</b>	Regulation 17: Good governance

<b>Key points:</b>	
This report provides a summary of the key highlights from the F&P Committee meeting and seeks to alert, advice and provide assurance to the Board on the areas discussed.	Alert, Advice 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>
Financial Risk	Change Risk - We will deliver change aligned to the Trust's strategy on time and to budget with benefits achieved and no significant adverse impacts.	Cautious	Moving Towards
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

## 1. Introduction

Following its last meeting the Committee has considered significant issues and key areas to highlight to the Board under three key categories Alert, Advice, Assurance (AAA):

- Alert - areas which the Committee wishes to escalate as potential areas of non-compliance, that need addressing urgently, or that it is felt Board should be sighted on.
- Advice - any new areas of monitoring or existing monitoring where an update has been provided to the Committee and there are new developments.
- Assurance - specific areas of assurance received warranting mention to Board.

## 2. Alert

- The Committee reviewed the month eight financial position which was a year-to-date deficit of £29.3M. Of note to the Board was the increase in Agency and Bank spend during month eight which was above plan and driven by additional support in Maternity and Neonatal, and in specialist staff supporting CAMHS patients in the Children's CSU. There was also an escalation to the People & Culture Committee regarding the financial controls in place to align workforce WTE.
- An Extra-Ordinary Committee meeting was called on 9 January 2026 at which the Committee reviewed the financial forecast against the month nine results and explored the actions required during the final quarter of the financial year to deliver against forecast. The Committee confirmed that based on the month nine position it would retain a forecast that the Trust would achieve its financial plan to breakeven. The importance of communications with budget holders and staff was recognised as a priority and an action was agreed to ensure budget management training and support was readily available to Senior Managers.

## 3. Advice

- LTHT had been recognised with two national honours at the recent HFMA Annual Awards. The Trust won the Health Inequalities ward for using costing data innovatively with Maternity Teams to reduce the rate of women smoking at the time of delivery and was also highly commended for The Havelock Award for Training and Development.
- There was an agreement at the Committee that moving forward it would receive a summary of the key areas of note from the Financial Improvement Board (FIB) which would include assurance related to the CSU Accountability Framework.
- The Committee received an update on the Trusts position within the 2024/25 National Cost Collection (NCC) results. The Trusts cost index had decreased and compared favourably to other peer trusts.
- In line with its delegated authority as defined within the Standing Financial Instructions (SFI) the Committee made a number of approvals which included:
  - General/Domestic Waste & Mixed Recycling
  - End User Compute Hardware Replacement
  - DIT Data Centre Storage and Compute Replacement Programme
  - NHSE Decarbonisation Funding 2025/26
  - Mobile Voice and Data Contract
  - Neonatal and Maternity Digital Improvement Programme
  - Taxi and Private Hire Services

#### **4. Assurance**

- The Committee reviewed the Trusts performance at month eight against each of the Constitutional Standards; the latest performance position is shared with the Board via the IQPR report at agenda item 12.1. The Committee received assurance of the actions in place to support continued improvements and the oversight of these. There was recognition of the impact of winter pressures and in the increase in patients presenting with respiratory illnesses which was reflected nationally.
- A deep dive was received on Length of Stay (LoS) for, and it was noted that Bed Occupancy for the Trust remained high at 95.4%, compared with the NHSE planning guidance requirement of 92%. The Committee explored the effectiveness of improvement actions with assurance received that a targeted campaign was planned during Q4 to ensure actions were embedded consistently across the Trust. The Committee also explored the role of Partners via the Homefirst programme in supporting this.
- The Committee received an update on the productivity and efficiency model hospital data which provided an update on internal productivity and efficiency through theatres, outpatients, diagnostics and LoS programmes. Improvements were recommended to prioritise the metrics and ensure the Trust was placing focus on the right metrics which impacted improvements to patient safety, addressing health inequalities, and maintaining quality alongside productivity and financial sustainability.
- The Committee received an assurance update on the controls in place to support the contracts undertaken on behalf of WYAAT or the West Yorkshire ICB with the Director of Commercial and Procurement in attendance.

#### **5. Risk review**

There were no areas arising from either meeting that would influence a change in the Trusts appetite or tolerance for risks related to finance and performance.

#### **6. Recommendation**

The Board are asked to receive and note the content of this report and be assured that the F&P Committee is fulfilling its assurance function as delegated from the Board and as defined within its Terms of Reference.

The Committee will maintain oversight of the financial performance during Q4 and advise the Board of any significant changes to the forecast.