

**Minutes of the Finance and Performance Committee
22 September 2020 at 1pm
(Zoom).**

Present: Mrs Sue White, Non-executive Director (Chair of Committee)
Mrs Joanna Forster Adams, Chief Operating Officer
Mrs Dawn Hanwell, Chief Financial Officer and Deputy Chief Executive
Mr Cleveland Henry, Non-executive Director
Mr Martin Wright, Non-executive Director

In attendance: Mr David Brewin, Assistant Director of Finance
Ms Rose Cooper, Corporate Governance Officer (Committee Secretariat)
Mr Bill Fawcett, Chief Information Officer
Mr Peter Chapman, Governor (Service User: Leeds) observer
Mr Ivan Nip, Governor (Public: Leeds) observer

		Action
20/035	<p>Welcome and Introduction</p> <p>Mrs White welcomed everyone to the meeting.</p>	
20/036	<p>Apologies for absence (agenda item 1)</p> <p>No apologies had been received from members. Apologies from attendees had been received from Cath Hill, Associate Director for Corporate Governance. The Committee was quorate.</p>	
20/037	<p>Members and attendees declaration of any conflict of interest in respect of any agenda items (agenda item 2)</p> <p>No declarations of interest were made.</p>	
20/038	<p>Minutes of the meeting held on 24 March 2020 (agenda item 3)</p> <p>The minutes of the meeting held on the 24 March 2020 were accepted as a true record.</p>	
20/039	<p>Approval for the minutes of the meeting held on the 24 March 2020 to be uploaded to the Trust's external website (agenda item 3.1)</p> <p>The Committee agreed that the minutes of the Finance and Committee meeting held on the 24 March 2020 were suitable to be uploaded to the Trust's external website.</p>	

20/040

Notes from the informal meetings on the 27 and 28 April 2020 – for information (agenda item 4)

The Committee **received** the notes from the informal meetings on the 27 and 28 April 2020 for information.

20/041

Notes from the informal meetings on the 19 and 20 May 2020 – for information (agenda item 5)

The Committee **received** the notes from the informal meetings on the 19 and 20 May 2020 for information.

20/042

Matters arising (agenda item 6)

There were no matters arising discussed that were not already on the agenda.

20/043

Matter arising: Update on the Physical Health Check Performance (agenda item 6.1)

Mrs Forster Adams **provided** a verbal update on the current position of this work and it was **agreed** that a more detailed update would come to the October meeting in the form of a paper which included the recovery plan and trajectory for improvement.

JFA

20/044

Matter arising: Update on the Out of Area / Patient Flow Position (agenda item 6.2)

The Committee reviewed the Out of Area and patient flow position and received some positive news that commissioners had agreed for the Trust to take the lead on a system level acute care plan. Mrs Forster Adams explained that the plan would explore a number of out of hospital initiatives that would aim to provide alternatives to inpatient admissions. However, she noted that this news was set against the context of increasing concern about the level of acuity and demand for inpatient beds. She also informed the Committee of the challenges relating to the development of the Crisis House and explained that it was unlikely to be in place any sooner than March 2021.

The Committee **agreed** that a comprehensive report on Out of Area Placements would come back to the October meeting with more detail on the planning / actions / impact.

JFA

20/045

Matter arising: Update on the Newton Europe work (agenda item 6.3)

Mrs Forster Adams advised the Committee that unfortunately Newton Europe did not currently have the capacity to support the Trust with this work. However, they had offered to share their methodology and Mrs Forster Adams proposed that this was linked to the ongoing Acute Care Excellence work.

The Committee **received** the verbal update.

20/046

Cumulative action log (agenda item 7)

As Mrs Hill was unable to attend the meeting, Ms Cooper would contact her for an update against her actions.

RC

Regarding action log number 138, Mrs White asked whether a timeframe had been set for the refresh of the Informatics Strategy and evaluation of Care Director to come back to the Committee. Mr Fawcett explained that this action required more internal discussions to take place in light of COVID-19 before it was ready to be presented to the Committee.

20/047

Combined Quality Performance Report (agenda item 8)

Mrs Forster Adams introduced the Combined Quality and Performance report which included performance and operational activity information from April through to August 2020. It was noted that since Care Director was implemented in April, the performance reporting capability was being rebuilt. This month the report indicated where work was being done to establish standards which reflected the new ways services were delivered and where practice had changed.

Mrs Forster Adams informed the Committee that reporting on ethnicity was scheduled to restart from October 2020. She also discussed some of the challenges around recording face to face activity, in particular in the Crisis Resolution and Intensive Support Service where the way some of the care was being delivered had changed. She advised that where possible they were working to align the performance reporting with the revised operating models.

The Committee was informed that the Acute Liaison Psychiatry Service (ALPS) had recently had to move to a new site due to COVID-19 and this had impacted on their ability to provide a one hour response in the Accident and Emergency departments of Leeds Teaching Hospitals Trust. Mrs Forster Adams agreed to provide an update on ALPS performance at the October meeting when they would be clearer about the operating model.

JFA

The Committee **received** the report which outlined the Trust's current performance position.

20/048

Informatics Plan Update with Cyber Security Briefing (agenda item 10)

The Committee received the Informatics Plan update and discussed the positive impact and challenges of going live with the new Electronic Patient Record System during the pandemic. Mr Fawcett explained what additional Care Director software would be delivered over the next year and the benefits that it would provide. The Committee noted that there was still work to be done to ensure that all staff were comfortable using the system. Mr Fawcett planned to address this by investing in a team who would provide further support where needed, subject to the approval of the business case. The Committee was supportive of the plan for more resource and asked that a verbal update on progress with this was provided at the October meeting.

BF

Mr Fawcett also outlined the contents of the Cyber Security Briefing paper. He discussed the preventative security measures being taken but also the risks that were exacerbated by large numbers of staff working from home and not regularly connecting to the network. The Committee requested that a simpler version of the Cyber Security Briefing came back to the October meeting.

BF

The Committee **noted** the progress of the current programme of work against the Informatics Plan and was **assured** that no major unmitigated risks existed that would impact the ICT Service to the Trust.

20/049

Chief Financial Officer Report - Month 5 (agenda item 9)

Mr Brewin introduced the Chief Financial Officer Report which provided an overview of the financial performance of the Trust at month five. He explained that the Trust continued to operate in the month one to six interim financial framework linked to COVID-19. The key impact of this was the requirement to report a balanced income and expenditure position, after accounting for nationally calculated block income allocations and expenditure, including reasonable COVID-19 additional spends. He explained that the current mechanism to achieve break-even was a retrospective income "top-up". The Committee noted the £4.85m block "top up" income which included £4.47m revenue costs in response to COVID-19.

The Committee then discussed the changes to the interim financial framework which would be effective from month seven to 12 of 2020/21. The Committee noted the risks inherent in a revised system level financial framework where all organisations within the Integrated Care System (ICS) would need to operate within a single defined financial envelope. The Committee had concerns about the potential governance

arrangements which would underpin this move to a system-wide control total. The Committee also had concerns about what implications potential gaps in funding would have on service users. The Committee also noted the short turnaround timeline for finalising the financial plans and the unclear governance implications for signing the plans off.

The Committee **noted** the reliance on the £4.85m block “top up” income at month 5 to achieve a balanced income and expenditure position, **noted** the changes to the interim financial framework which will be effective from month 7 to month 12 of 2020/21 and **noted** the risks and work ongoing to finalise plans.

20/050 Emergency Preparedness, Resilience and Response (EPRR) Report Update (agenda item 14)

It was **agreed** that the Committee would receive a summary of the Emergency Preparedness, Resilience and Response (EPRR) statutory return at the November 2020 Committee meeting, along with the EPRR Annual Report, as the normal level of reporting and Board approval process was not required this year due to COVID-19.

JFA

20/051 Off-payroll Engagements Report (agenda item 11)

Mrs Hanwell introduced the Off-payroll Engagements Report which covered those individuals, either self-employed or acting through a personal service company, who were paid gross by the employer.

Mr Wright asked about the process for this and what responsibility the Trust had to make sure that the correct procedure was followed. Mr Brewin responded that the Trust had done all it could within reason to ensure it was adhered to and that it was the responsibility of the individual or agency beyond that point.

The Committee **received** the report for information.

20/052 Data Security and Protection Toolkit (agenda item 12)

The Committee received the Data Security and Protection Toolkit (DSPT) ahead of it being presented to the Board of Directors, noting that the Toolkit performance had received “significant assurance” from Internal Audit. The Committee understood that NHSX had taken the decision to push back the final deadline for DSPT submissions to the 30 September 2020 due to COVID-19.

The Committee **considered** the assurance provided and **noted** that, following ratification by the Board of Directors, the DSPT final scoring

would be published via the NHS Digital DSP Toolkit website.

20/053

Annual Report from the Information Governance Group (agenda item 13)

The Committee **accepted** the assurance provided in the Annual Report of the Information Governance Group.

20/054

Hibernation Plan for the work of the Finance and Performance Committee (agenda item 15)

Ms Cooper explained that due to the COVID-19 national pandemic many pieces of work had been paused and reports that were due to be presented to the Committee as per its cycle of business had not been available. She explained that this plan listed the items that should have come to the Committee between March and September 2020 and the proposed new dates for this information to be presented.

Mrs Hanwell agreed to check with Mr Keith Rowley whether a Procurement Plan update would be ready for the October meeting. The Committee also asked that they review the Trust's preparedness arrangements for the EU Exit at the October 2020 meeting.

DH

JFA

The Committee **reviewed** the information provided and was **assured** that any items from the cycle of business that had been missed since March 2020 would be re-scheduled for a future meeting date.

20/055

Any item that needs to be escalated to the Board of Directors or referred to another Board subcommittee (agenda item 16)

The Committee **agreed** the items to be included in the Chair's Report to the public Board of Directors' Meeting on the 24 September 2020.

20/056

Any issues for discussion at joint meetings with other Board subcommittees (agenda item 16.1)

Mrs White asked for any suggestions of items for future joint meetings to be emailed to her directly.

20/057

Any other business (agenda item 17)

The Committee did not discuss any other business.