

**Minutes of the Finance and Performance Committee
23 March 2021 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 (agenda items 6 - 12)
Mr Martin Wright, Non-executive Director

In attendance: Mrs Sharron Blackburn, Deputy Head of Internal Audit (agenda item 10)
Ms Rose Cooper, Corporate Governance Officer (Committee Secretariat)
Mr Gerard Enright, Financial Controller
Mrs Cath Hill, Associate Director for Corporate Governance

		Action
21/019	Welcome and Introduction Mrs White welcomed everyone to the meeting.	
21/020	Apologies for absence (agenda item 1) No apologies had been received from members. Apologies from attendees had been received from Mr David Brewin, Assistant Director of Finance.	
21/021	Members and attendees declaration of any conflict of interest in respect of any agenda items (agenda item 2) No declarations of interest were made.	
21/022	Minutes of the meeting held on 26 January 2021 (agenda item 3) The minutes of the meeting held on the 26 January 2021 were accepted as a true record.	
21/023	Approval for the minutes of the meeting held on 26 January 2021 to be uploaded to the Trust's external website (agenda item 3.1) The Committee agreed that the minutes of the meeting held on the 26 January 2021 were suitable to be uploaded to the Trust's external website.	
21/024	Matters arising (agenda item 4)	

Mrs White asked for a progress update on staffing the vaccination centre. She recalled that at the previous meeting there had been a discussion around staffing the centre on a longer term basis as staff had largely been redeployed from other areas which may not be sustainable. Mrs Forster Adams explained that they had established a core team to staff the vaccination centre, some of whom were redeployed staff, but there were no significant service delivery issues as a consequence of this. Recently they had also launched a new mobile vaccination provision where the workforce was managed separately through a central Leeds workforce work stream that identified need across the city. The Committee noted that discussions were happening about the future model for vaccination delivery in Leeds and what the Trust's role in that would be.

Mrs White also asked for an update on the extra resource in place for Care Director optimisation and Mrs Hanwell responded that good progress had been made and everything should be in place by the beginning of the new financial year.

The Committee **received** the updates provided.

21/025

Cumulative action log (agenda item 5)

Regarding action log number 187, Mrs White asked how likely it was that a portion of the Trust's apprenticeship levy funds would be able to be transferred to the Yorkshire Ambulance Service (YAS) within the required timeframe. Mr Enright assured the Committee that this opportunity was being fully explored. The Committee noted the suggestion to transfer up to 25% of the Trust's annual levy to YAS and supported this in principle.

Regarding action log number 191, Mrs Forster Adams asked that the Board have a discussion in the near future to agree the expectations of the Acute Care Excellence programme across the various Board subcommittees. The Committee agreed that Mrs White would raise this as part of her Chair's Report to the Board.

SW

The Committee **received** the cumulative action log and **noted** the updates provided.

21/026

Draft Internal Audit Plan 2021/22 (agenda item 10)

The Committee reviewed the draft internal audit plan for 2021/22 and noted that a possible audit area had been added following the joint committee meeting on the 10 November 2020. This has been reflected in the draft plan as: Quality - Out of Area Placements (to provide assurance on the arrangements for procuring and maintaining oversight of the quality of clinical placements.)

The Committee **reviewed** the draft internal audit plan for 2021/22 and **agreed** that it covered the required assurance areas.

21/027

Combined Quality Performance Report (agenda item 6)

The Committee reviewed the service performance aspects of the Combined Quality, Performance and Workforce Report. The Committee was assured that, following the developments required as a result of Care Director implementation, the vast majority of the information was now accurate and complete.

The Committee heard that service performance on a number of fronts, particularly acute services, had been significantly impacted by the recent wave of Covid-19; and fluctuating OAPs figures reflected, for example, temporary ward closures. Notwithstanding these pressures all services had remained operational in a very difficult period.

Specifically, the Committee reviewed performance on a few key areas. This included Section 136 referrals assessed within three hours of arrival and the Committee received assurance that detailed analysis was being carried by the Operational Delivery Group. The Committee also discussed waiting times for receiving first contact with the Community Perinatal Service and Mrs Forster Adams reassured the Committee that this was an area of focus for herself and the clinical lead for this service; and physical health checks performance which Mrs Forster Adams had referred to the Trustwide Clinical Governance Group for consideration. The Committee also heard about the plans in place to restore face to face contact following a referral to the Crisis Resolution and Intensive Support Service (CRISS).

The Committee was pleased to note that a pilot had been set up for the electronic transfer of inpatient discharge summaries to GPs and looked forward to hearing more about this in due course.

The Committee **reviewed** and **noted** the content of this report and **identified** areas of particular focus and escalation to the Board.

21/028

Chief Financial Officer Report - Month 11 (agenda item 7)

The Committee received the overview of the financial performance of the Trust at month 11 with a forecast outturn position. The Committee noted the income and expenditure surplus of £2.45m against a planned deficit of £1.12m (which was a £3.57m positive variance as at month 11). The Committee was assured that the Trust's year end revenue position would be positive and that the ICS position was improving.

The Committee **noted** the income and expenditure position at month 11, which was a favourable variance from plan of £3.57m, and **noted** the

work with partners to understand the impact of current positions and to help determine the forecast position for year end. The Committee also **received** assurance that the Trust remained in an overall good financial position.

21/029

Financial Planning Update 2021-22 (agenda item 8)

In the context of financial planning, and the current uncertain position in relation to capital allocations and expenditure limits going forward, the Committee discussed the need to prepare a plan in preparation for 2028 when the Trust's PFI arrangements would to an end. The Committee understood that the Trust's plan would need to be included in the Integrated Care System (ICS) Estates Strategy which was being prepared and assessed over the next 12 months. The Committee recognised that the Estates plan needed to be aligned with our service delivery needs including our bed base, and the anticipated outcomes of the Acute Care Excellence programme.

The Committee agreed to alert the Board to the need for a strategic discussion to be scheduled in order for these interrelated issues to be fully explored.

SW

The Committee **noted** the work on going to determine the financial plans for 2021/22.

21/030

Contract Development Analysis (agenda item 9)

The Committee received the report which provided updates on the Tier 4 CAMHS transfer, the assessment and Treatment Unit (ATU) Project, Complex Rehab partnership work and provider collaboratives.

The Committee noted that the transfer of the Tier 4 Child and Adolescent Mental Health Service (CAMHS) was expected to take place on 1 April 2021. The Committee was advised that all current provider collaborative proposals in which the Trust had an interest in West Yorkshire, and Humber Coast and Vale ICS areas had been rescheduled to start from 1 July 2021. This allowed more time for careful consideration of the opportunities and risks including clarification of NHS England financial allocations.

The Committee was advised that the timetable for the transfer of the Assessment and Treatment Unit to Bradford District Care Trust and South West Yorkshire Foundation Trust would now take place in July 2021. The Committee was also advised that the business planning process for the re-provision of the Complex Rehabilitation Service (ward in the community model) would be accelerated. The Committee noted that the financial allocation for this positive change had already been secured.

The Committee **noted** the position on the Tier 4 CAMHS transfer. The Committee **agreed** to update the Board on the change to the ATU Project approval timescales and the progress made to develop an ICS Complex Rehabilitation model. The Committee also **noted** the position on the provider collaboratives.

21/031 Any item that needs to be escalated to the Board of Directors or referred to another Board subcommittee (agenda item 11)

The Committee **agreed** the items to be included in the Chair's Report to the public Board of Directors' Meeting on the 25 March 2021.

21/032 Any issues for discussion at joint meetings with other Board subcommittees (agenda item 11.1)

There were no additional items suggested for future joint meetings.

21/033 Any other business (agenda item 12)

There were no items of any other business.