

**Minutes of the Finance and Performance Committee  
26 January 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  
Mr Martin Wright, Non-executive Director

**In attendance:** Mr David Brewin, Assistant Director of Finance  
Ms Rose Cooper, Corporate Governance Officer (Committee Secretariat)  
Ms Roz Davies, Managing Director mHabitat (agenda item 10)  
Mr Gerard Enright, Financial Controller  
Mr Bill Fawcett, Chief Information Officer (agenda items 9 - 11)  
Mrs Cath Hill, Associate Director for Corporate Governance  
Ms Emma Polhill, Clinical Contracts Manager  
Mr Peter Webster, Lead Governor (Public: Leeds) observer

		<b>Action</b>
21/001	<p><b>Welcome and Introduction</b></p> <p>Mrs White welcomed everyone to the meeting.</p>	
21/002	<p><b>Apologies for absence</b> (agenda item 1)</p> <p>No apologies had been received from members or attendees. The Committee was quorate.</p>	
21/003	<p><b>Members and attendees declaration of any conflict of interest in respect of any agenda items</b> (agenda item 2)</p> <p>No declarations of interest were made.</p>	
21/004	<p><b>Minutes of the meeting held on 24 November 2020</b> (agenda item 3)</p> <p>The minutes of the meeting held on the 24 November 2020 were <b>accepted</b> as a true record.</p>	
21/005	<p><b>Approval for the minutes of the meeting held on 24 November 2020 to be uploaded to the Trust's external website</b> (agenda item 3.1)</p> <p>The Committee <b>agreed</b> that the minutes of the Finance and Committee meeting held on the 24 November 2020 were suitable to be uploaded to the Trust's external website.</p>	

21/006

**Matters arising** (agenda item 4)

Mr Wright asked for an update on NHS Improvement's audit of the Trust's Covid-19 related costs for months 1 to 6. Mr Brewin responded that the audit of the Trust's revenue and capital Covid-19 expenditure was almost complete and that no irregularities or major queries had been identified.

The Committee **received** the verbal update and Mrs White thanked those who worked on preparing the information for the audit.

21/007

**Matter arising: Vaccine Centre funding arrangements and implications for Estate** (agenda item 4.1)

The Committee received costing and reimbursement information about the new vaccine centre located at the Mount, and the support the Trust was providing to other Leeds vaccine centres. The Committee noted that direct costs would increase from £49k to around £73k per month from February, which would be reimbursed from NHS Improvement. Going forward the Trust was moving to a contractual framework with a lead provider (Leeds Teaching Hospitals Trust) and would claim expenditure directly from them. Mr Brewin explained that they had a system in place to process this. The Committee also noted that the running costs were likely to increase as the vaccination programme was extended. Other indirect costs, such as redeployed staff, were currently being borne by the Trust. Mr Brewin noted that minor estate work and spend had been carried out to make the Mount annexe suitable for clinical use but this had been claimed through lifecycle with the PFI partner so it came at no additional cost.

Mrs Forster Adams noted that consideration needed to be made as to how the Trust would sustain and staff the programme long term.

Mr Wright asked about accessing volunteers to staff the vaccination centre. Mrs Forster Adams explained that the Mount was being staffed using existing workforce at this time but this was a stretched resource and she would welcome being able to utilise the large numbers of willing volunteers. She advised that this pathway was being managed nationally but was anticipating that this pipeline of staff would come through in the next few weeks.

The Committee **noted** the update provided.

21/008

**Matter arising: Update on the St Mary's new build** (agenda item 4.2)

The Committee noted that the construction of the new Child and Adolescent Mental Health Service (CAMHS) unit at St Mary's Hospital (named Red Kite View) was proceeding to schedule and there had been

no hold ups following the EU Exit. The unit was expected to be fully operational by December 2021.

The Committee **noted** the update provided.

**21/009 Cumulative action log** (agenda item 5)

Mr Brewin provided a verbal update against action log number 187; he advised that Jo Third (the Trust's lead for apprenticeships) had made several attempts to raise the issue with Health Education England but had received no response to date.

The Committee noted that the open actions relating to updates to the Board Assurance Framework would be addressed as part of the next iteration of the document which would be presented to the Board in March.

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

**21/010 Combined Quality Performance Report** (agenda item 6)

The Committee reviewed the service performance aspects of the Combined Quality and Performance Report (CQPR) and noted that there had been some improvement in access and responsiveness key performance indicators. The Committee noted that although out of area placements (OAPs) had reduced, bed occupancy rates remained high. It was also noted that reporting remained a challenge in the crisis services but that the Data Information team was actively working to rectify this.

Mrs Forster Adams explained that the complete resumption of reporting on CQPR data fields following the move to Care Director was slightly behind schedule as some key staff had been redeployed to help set up data reporting for the vaccination hub. Overall, the Care Director development and benefits realisation programme was taking shape with many of the key posts in place. The Committee noted that good progress being made to get extra resource in place for Care Director development and that this should be fully realised by March 2021.

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

**21/011 Chief Financial Officer Report - Month 9** (agenda item 7)

The Committee received the overview of the financial performance of the Trust at month 9 which reflected three months (October to December) of operating within the revised interim financial framework

implemented for months 7 to 12. The Committee noted the £3.8m improvement over plan which was in part due to OAP underspend, the recovery of commercial income, plus a significant non-recurrent revenue generating benefit in month 9 linked to gain share (£900k). Mr Brewin also explained that Covid-19 costs had reduced due to the stepping down of some of the spending initiatives that had been introduced in the first four months of the pandemic. He added that a portion of the underspent OAP budget had been allocated to the Covid-19 costs. The Committee noted that following the likely redistribution of resources in the Leeds and West Yorkshire system, the Trust was on track to deliver a reasonable year end surplus instead of the deficit originally forecast.

The Committee received information on the decision by the centre to roll forward the existing financial arrangements to the first quarter of 2021/2 and noted that further guidance would be available from the middle of February. Mrs Hanwell then outlined what investment would still be received by the Trust, including the mental health investment standard.

The Committee **noted** the income and expenditure position at month 9, which was a favourable variance from plan of £3.84m, 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.

21/012

**Contract Development Analysis** (agenda item 8)

Mr Brewin outlined the proposed new arrangements for the payment of low-volume activity flows which would largely affect non-contract activity and would reduce invoicing but have potential implications on financial planning for some of our services such as the National Inpatient Centre for Psychological Medicine (NICPM). The Committee noted that it was unclear when this new regime would be implemented.

The Committee reviewed the progress with the development of the West Yorkshire and Harrogate Provider Collaborative for secure services which was due to go live in April 2021. Further detail on this discussion can be found in the private minutes under (P)21/001.

The Committee **noted** the position on the Provider Collaboratives.

21/013

**Updated Cyber Security Briefing** (agenda item 9)

The Committee reviewed the updated cyber security dashboard which aimed to provide a clearer indication of the status of each element of the “ten steps to cyber security” model devised by the National Cyber Security Centre by using a revised colour rating system. The Committee felt that the dashboard was clear and comprehensive.

The Committee then discussed the new cyber security risks that had arisen as a result of the different ways in which staff were working and agreed it was important for the Board to be sighted on these, and the associated mitigations, in the near future. It was agreed that Mr Fawcett would work with Mrs Hill to schedule this as part of a Board session.

**CHI & BF**

The Committee also heard about the pressures on the IT team brought about by these different ways of working and delivering services, including the increasing scale of out-posted functions across a widening geographical area. Mr Fawcett had met with Mrs Hanwell to discuss the wellbeing and capacity of the IT staff and there was an action for him to review the resources from that perspective and to develop a proposal to address any gaps. The Committee requested an update on progress with this at a future meeting. It was also suggested that the Board might have a discussion about the changing nature of this aspect of the Trust's work in due course.

**BF**

Finally, the Committee noted a concern more generally about the extra pressure on staff across the Trust. Mrs Hill noted that she had raised this with Mrs Claire Holmes (Director of Organisational Development & Workforce) and had suggested that the wellbeing of staff while remote working should be reflected in the Workforce Committee's refreshed strategic risks.

The Committee **noted** the progress of work towards cyber essentials plus accreditation and was **assured** that no major unmitigated risks existed that would impact the ICT Service to the Trust.

**21/014**

**Quarterly Report from the Information Governance Group** (agenda item 11)

Mrs White was pleased to note that the clinical coding backlogs were being cleared and that there were plans to develop a policy for the recording of Microsoft Teams / Zoom meetings.

The Committee **received** and **noted** the assurance of the Information Governance Group.

**21/015**

**mHabitat Business Plan Update Report** (agenda item 10)

The Committee received an update report from Ms Roz Davies (Managing Director of mHabitat) and noted that good progress had been made since the business plan was presented to the Committee in July 2020, despite Covid-19 constraints. The Committee noted that discussions were taking place about relinquishing the lease on Co Space North, a meeting and co-working space which had been unable to operate as originally envisaged due to Covid-19. The Committee discussed the pros and cons of doing this. Some Committee members felt that it could be beneficial to be able to offer a collaborative work

space in Leeds city centre and there was some agreement that it could provide an opportunity for generating revenue in the longer term. However, Ms Davies described how the market had changed and competition had increased in the last year and she felt that mHabitat might not be the best avenue to take this venue forward. The Committee noted that mHabitat would need to give notice by the end of June 2021 if the decision was made to invoke the break clause in the contract.

The Committee also noted mHabitat's role in supporting the digital capability of the Trust's staff. It was agreed that mHabitat would provide its next update in six months, at the July meeting.

The Committee **received** the update report and was **assured** that good progress was being made.

**21/016** **Any item that needs to be escalated to the Board of Directors or referred to another Board subcommittee** (agenda item 12)

The Committee **agreed** the items to be included in the Chair's Report to the public Board of Directors' Meeting on the 28 January 2021.

**21/017** **Any issues for discussion at joint meetings with other Board subcommittees** (agenda item 12.1)

There were no additional items suggested for future joint meetings.

**21/018** **Any other business** (agenda item 13)

The Committee **discussed** the recent release of the reducing the burden document by NHS England / Improvement. It was **agreed** that once Mrs White, Mrs Forster Adams and Mrs Hanwell had read the document they would decide how to take the Committee forward in light of the latest guidance and communicate this to Committee members.

**SW / RC**