

**Minutes of the Finance and Performance Committee
27 October 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: Ms Rose Cooper, Corporate Governance Officer (Committee Secretariat)
Mrs Cath Hill, Associate Director for Corporate Governance (agenda items 7-16)
Mr Bill Fawcett, Chief Information Officer
Mrs Helen Kemp, Governors (Appointed: Volition) observer
Mr Peter Webster, Lead Governor (Public: Leeds) observer

		Action
20/058	<p>Welcome and Introduction</p> <p>Mrs White welcomed everyone to the meeting.</p>	
20/059	<p>Apologies for absence (agenda item 1)</p> <p>No apologies had been received from members. Apologies from attendees had been received from Mr David Brewin, Assistant Director of Finance. The Committee was quorate.</p>	
20/060	<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>	
20/061	<p>Minutes of the meeting held on 22 September 2020 (agenda item 3)</p> <p>The minutes of the meeting held on the 22 September 2020 were accepted as a true record.</p>	
20/062	<p>Approval for the minutes of the meeting held on 22 September 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 22 September 2020 were suitable to be uploaded to the Trust’s external website.</p>	

20/063

Matters arising (agenda item 6)

The Committee **received** three 'deep dive' briefing papers which provided detailed narrative on the performance in each area.

20/064

Matter arising: Physical Health Check Performance Briefing Paper (agenda item 4.1)

Firstly, the Committee received assurance on the impact of Covid-19 on the Trust's physical health monitoring standard. They understood that performance in this important area was improving gradually and that new ways of working which blended domiciliary and clinic sessions were proving successful. The Committee noted that Care Director would be used to record the performance of this clinical intervention from November 2020. The Committee also noted that the physical health checks were personalised to the needs of the individual and included service users with a learning disability and / or a diagnosis of autism.

The Committee was **assured** by the content of this briefing paper.

20/065

Matter arising: Acute Liaison Psychiatry Service Briefing Paper (agenda item 4.2)

The Committee received a paper describing the issues in the Acute Liaison Psychiatry Service which had impacted on their ability to provide a one hour response time in the Accident and Emergency (A&E) departments of Leeds Teaching Hospitals Trust. The Committee understood that solutions to the challenges presented by Covid-19 were being explored, including proactive triage in A&E, and were encouraged that one hour response rates were improving.

The Committee was **assured** by the content of this briefing paper.

20/066

Matter arising: Gender Identity Service Performance Briefing (agenda item 4.3)

Finally, the Committee received an update on the Gender Identity Service performance which outlined the waiting list position for various elements of the pathway and summarised the new initiatives and ways of working that had been developed over the course of the last few months to help improve the situation. This would be discussed further at the joint committee meeting on the 10 November 2020.

The Committee was **assured** by the content of this briefing paper.

20/067

Cumulative action log (agenda item 5)

The Committee **received** the cumulative action log.

20/068

Combined Quality Performance Report (agenda item 6)

The Committee received the report which included performance and operational activity information from April through to August 2020. They discussed the different factors affecting performance at this time, including the Covid-19 legacy position, new ways of working as part of the reset and stabilisation plan, and gaps in data analysis and recording on Care Director. With this in mind, it was agreed that the Committee needed to review the standards and targets to ensure that they remained meaningful, recognising that some aspects would require discussion with commissioners and regulators. The Committee valued having the detail provided in the matters arising 'deep dives' and agreed to escalate this to the Board for further discussion on how best to take this forward across the subcommittees. The Committee also asked for a 'deep dive' on performance in the Memory Assessment Service at the next meeting, along with assurance around how the patient backlog caused by Covid-19 was being managed as effectively as possible.

SW

JFA

Mrs White asked about the timeframe for when the Committee would receive the new trajectory for Out of Area Placements (OAPs). Mrs Forster Adams explained that the Trust would have to resubmit the trajectory in partnership with commissioners but that the timescale for this was still to be announced pending national guidance. The Committee noted that the extra cost of OAPs was covered as part of the Trust's Covid-19 expenditure up to month 6 and Mrs Hanwell assured the Committee that this would be covered financially from month 7 and that the focus would be on working collaboratively to eliminate OAPs in the appropriate timescale.

The Committee noted that the uptake of video appointments was currently at around 7 - 8%. Mr Fawcett and Mrs Forster Adams were asked to consider whether it would be helpful for the Committee to look at ways to help staff and service users work with new technology more effectively to hopefully redress some of the issues exacerbated by Covid-19, such as patient waiting times.

JFA & BF

The Committee also discussed if the right mix of skills was available in the Trust to resolve data issues raised by the CQPR. The Committee understood that any gaps in skills and resources had been identified and factored in to the request for extra investment to support Care Director.

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

20/069

Winter Resilience and Operating Plan (agenda item 7)

The Committee reviewed the Winter Resilience and Operating Plan in detail and fully supported the operating objectives that had been established to prepare for the winter 2020/21. They noted and supported the plan to maintain all elements of service delivery in line with the current operating models. The Committee also noted that the additional capacity referred to in the paper had been identified in the financial plan for month 7 to 12.

Mrs White asked about the options for non-core services that had been paused during the first wave of the pandemic and needed to catch up with waiting lists. Mrs Forster Adams acknowledged that this was a concern but explained that because the Trust was still in active management of Covid-19 and staffing levels were exceptionally tight this would make it difficult to redeploy extra staff into those services. However, she referred to the comprehensive recovery plan that considered how the backlog could be addressed.

The Committee **endorsed** and **supported** the operating objectives established to prepare for the winter 2020/21, recognising the dynamic response and adaptations that may be necessary.

20/070

Preparedness arrangements for the EU Exit (agenda item 8)

The Committee received an update on the preparedness arrangements for the EU exit; noting that the Trust was still awaiting specific instructions from the centre. Internally, the Trust was looking to align the current arrangements for incident management to the requirements from an EU perspective which a focus on Pharmacy supplies, Logistics, and any Workforce implications.

The Committee **received** the verbal update.

20/071

Chief Financial Officer Report - Month 6 (agenda item 9)

Mrs Hanwell introduced the report which provided an overview of the financial performance of the Trust at month 6. She explained that the Trust continued to operate in the month 1 to 6 interim financial framework and that there were no material issues of concern. The Committee noted that the financial plan for month 7 to 12 was being considered in a separate report.

The Committee **noted** the financial position cumulative at month 6, including reliance on £5.99m block top up income to achieve a balanced income and expenditure position, which included £5.4m revenue costs in response to Covid-19. The Committee also **noted** that work had

commenced to plan for 2021/22 in the context of the ongoing pandemic.

20/072

Apprenticeship Levy (agenda item 10)

Mrs Hanwell explained the financial implications of the apprenticeship levy where the Trust was required to pay 0.5% of its pay bill into the apprenticeship levy account on a monthly basis with any unused funds expiring after 24 months on a rolling basis. The Committee noted that the Trust was anticipated to utilise £169k of the fund in the 2020/21 financial year with £290k expiring in the same period, with the fund balance anticipated to be £967k at 31 March 2021. The Committee understood that utilisation had been significantly impacted by Covid-19.

Mrs White asked if trusts could collectively ask central government for an extension on the 24 month expiry given the constraints of Covid-19. She also asked about the option of transferring 25% of the unused funds to another employer, such as an NHS or third sector partner, and ideally one which was local. Mrs Hanwell agreed to discuss these points with Claire Holmes, Director of Organisational Development and Workforce, outside of the meeting.

DH

The Committee **noted** the current position with the apprenticeship levy.

20/073

Data Quality and Reporting Short Term Development Programme (agenda item 11)

The Committee received a report outlining the short term development programme for data quality and reporting following the Care Director deployment, noting that most elements of the plan were deliverable by December 2020. Mr Fawcett provided a verbal update on the two stage plan to improve communication with GPs and also how this information is recorded.

The Committee **reviewed** the short term programme of delivery for the development of reports following the deployment of Care Director.

20/074

Update on the request for extra resource to support Care Director (agenda item 11.1)

Mr Fawcett explained this would be a permanent fixture team who would be fully engaged with front line staff. The Committee noted that a proposal was approved by the Executive Team this month which would cover new posts, including clinicians, to drive the benefits of Care Director and the broader remit around digital. Mr Fawcett cautioned that the management of change process could have an effect on the team's ability to implement more improvement into Care Director in the short term.

The Committee **received** the verbal update.

20/075 Cyber Security Briefing (agenda item 12)

The Committee received the simplified version of the report which followed the National Cyber Security “10 steps to cyber security” format and provided narrative on the activity taken and areas still to be addressed within each of the steps in the model. The Committee asked that Mr Fawcett use a clearer colour rating system in the diagram to indicate what progress had been made within each of the 10 stages. It was agreed that this would come back to the January 2021 meeting.

BF

The Committee also discussed the planned phishing exercise to help identify where further cyber security training was required in the Trust and Mr Fawcett confirmed that this was on their future programme.

The Committee **noted** the progress being made regarding cyber security and **reviewed** the content of the attached report to assess its suitability for reporting to the Committee.

20/076 Sustainable Development Management Plan update (agenda item 13)

The Committee received the update on the Trust’s Sustainable Development Management Plan (SDMP) which highlighted the latest developments and provided progress to date of key SDMP projects and work streams. The Committee discussed the lack of capacity in the team and Mrs Hanwell suggested that this could be addressed by sharing resources and having a more integrated and collaborative approach with partners in the system.

The Committee **reviewed** the paper and **noted** the progress made.

20/077 Hibernation Plan for the work of the Finance and Performance Committee (agenda item 14)

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 was the latest iteration of the plan which 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. The Committee noted that all rescheduled items would be taken by November 2020.

The Committee **reviewed** the information provided and was **assured**

that any items from the cycle of business that had been missed since March 2020 had been re-scheduled for a future meeting date.

20/078 **Any item that needs to be escalated to the Board of Directors or referred to another Board subcommittee** (agenda item 15)

The Committee **agreed** the items to be included in the Chair's Report to the public Board of Directors' Meeting on the 29 October 2020.

20/079 **Any issues for discussion at joint meetings with other Board subcommittees** (agenda item 15.1)

There were no additional items suggested for the joint meeting on the 10 November 2020.

20/080 **Any other business** (agenda item 16)

The Committee did not discuss any other business.