

**Minutes of the Finance and Performance Committee
19 May 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 Darren Skinner, Interim Director of Human Resources
Mr Martin Wright, Non-executive Director

In attendance: Mr David Brewin, Assistant Director of Finance
Ms Rose Cooper, Corporate Governance Officer (Committee Secretariat)
Ms Ruth Grant, Non-clinical Staff Governor Observer
Mrs Cath Hill, Associate Director for Corporate Governance
Mr Andrew Jackson, Resilience Lead and Corporate Business Manager (item 7)
Mrs Emma Polhill, Clinical Contracts Manager

		Action
21/052	<p>Welcome and Introduction</p> <p>Mrs White welcomed everyone to the meeting.</p>	
21/053	<p>Apologies for absence (agenda item 1)</p> <p>No apologies had been received from members.</p>	
21/054	<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>	
21/055	<p>Emergency Preparedness Resilience and Response (EPRR) Annual Report 2020 - 21 (agenda item 7)</p> <p>Mr Jackson introduced the report which summarised the EPRR activity during the year to 31 March 2021. This was a period underscored by two major risks affecting the ongoing business continuity of the Trust: the continuation of the Coronavirus pandemic and the end of EU exit transition. Mr Jackson explained that the effect of these two events had a major impact on work done around resilience and business continuity across the Trust which was described in the body of the annual report.</p> <p>The Committee recognised the vital work undertaken by the team in difficult circumstances and passed on their thanks to Mr Jackson and colleagues. The Committee highlighted the importance of acting on lessons learned from both the pandemic and EU Exit, and noted that there were actions underway to strengthen the capacity of the EPRR resource for the Trust going forward which had been temporarily boosted during Covid-19. The Committee asked to be kept updated on this via the Chief Operating Officer.</p>	

The Committee also heard about concerns that the full impact of the EU exit had been masked or delayed due to the pandemic and there was a risk of further consequences. The Committee felt it was important to keep a watching brief on this via the EPRR reporting arrangements.

Regarding the Compliance Report, the Committee heard about plans to pool resources and develop lapsed plans and policies with EPRR partners regionally. The Committee heard about the particular challenges around meeting the requirement for training and mobilising incident loggists. Regarding the EPRR objectives and outline 2021/22 work plan, Mr Jackson discussed the plans to resume developing an emergency decant system on a Yorkshire footprint which had been paused due to the pandemic.

The Committee discussed the Electronic Prescribing and Medicines Administration (EPMA) system failure in February 2020 and understood that work was to be carried out by EPRR and IT to strengthen systems and process to ensure that they would be able to maintain medication safety in the event of an electronic failure. It was agreed that the Committee would receive a verbal report from Mr Fawcett on progress with mitigating the risks around EPMA system outages at the next meeting.

BF

The Committee **reviewed** the report and the identified objectives for 2021/22.

21/056 Minutes of the meeting held on 27 April 2021 (agenda item 3)

The minutes of the meeting held on the 27 April 2021 were **accepted** as a true record.

21/057 Approval for the minutes of the meeting held on 27 April 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 27 April 2021 were suitable to be uploaded to the Trust's external website.

21/058 Matters arising (agenda item 4)

There were no matters arising.

21/059 Cumulative action log (agenda item 5)

The Committee agreed actions 193, 197 and 138 that covered the digital strategy and evaluation of Care Director; the associated capacity within the IT team; and supporting staff and service users to work more effectively with technology would be rationalised into one action point.

BF / RC

Mrs Hanwell explained that work was ongoing between Mr Fawcett, Ms Roz Davies (Managing Director mHabitat) and Mr Nick Venters (Chief Clinical Information Officer) on the Trust's digital strategy and they planned to link with the heads of operations and clinical leads as part of the development of the overall informatics plan.

The Committee agreed that a progress update on the digital strategy would come to the July meeting which would cover learning from Covid-19 and plans to embed digital opportunities and engage further with staff and service users.

BF

Mrs Forster Adams also updated the Committee on the new approach to the reset and recovery work which would be led individually by executive directors as per their portfolios and would be managed through existing governance processes.

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

21/060

Combined Quality, Performance and Workforce Report (agenda item 6)

Mrs Forster Adams highlighted some key areas for attention in the report. These included crisis response where improvement work was ongoing to resolve data quality issues and Section 136 where they were in the process of finalising a suitable measure to reflect good practice in this area, expected to be implemented this month. Mrs Forster Adams also highlighted some concerns around responsiveness in community learning disability services and perinatal community services and provided reassurance that this was being looked at. The Committee also heard more detail about occupancy rates in acute services where bed closures had happened as a consequence of Covid-19 outbreaks. Mrs Forster Adams was pleased to share recovery in the Acute Liaison Psychiatry Service. The Committee also received an update on progress with Crisis House.

The Committee agreed that a 'deep dive' report on the Leeds Autism Diagnostic Service (LADS) would come to the July meeting which would consider the impact of the pandemic and would set out what the recovery plan looked like. The Committee also agreed that a verbal report on the physical health assessments performance would come to the July meeting. It was also noted that performance in this area was being looked at by the Trustwide Clinical Governance Group and the Quality Committee.

JFA

JFA

The Committee noted that a revised out of area placements (OAPs) trajectory had been agreed with commissioners and would be reviewed by the Committee in July.

JFA

The Committee reviewed progress with the Covid-19 vaccination programme and heard that work was ongoing to encourage and support staff and service users to be vaccinated but also to understand the reasons why people might be hesitant. The Committee noted that there were plans to establish protected capacity to enable those under 40 to access alternative vaccines to AstraZeneca.

The Committee discussed the development of key performance indicators for the new Children and Young People's Mental Health Service Tier 4 inpatient unit and asked that these were designed in a meaningful way, reflecting the aspiration to support young people in West Yorkshire.

The Committee heard that performance management arrangements and processes across the Trust were now reinstated following changes due to Covid-19, and recovery plans were being looked at for each of those areas. The Committee discussed developing predictive trajectories for services which reflected what they wanted to achieve in the future; linked to public health colleagues' projections about mental health need going forward. Mrs Forster Adams and colleagues would give thought as to how this would be incorporated into future performance reports.

JFA

Mrs Forster Adams then highlighted an issue with Care Director being able to automatically transfer patient care plans and discharge summaries to GPs electronically. She advised that Ms Nikki Cooper (Head of Performance Management and Informatics) had commissioned our Care Director provider to come up with a solution but this was not in place yet. She added that the pilot of an interim solution had been successful but stressed the need to have a system solution which they hoped to have by the end of the calendar year.

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

21/061 **Any item that needs to be escalated to the Board of Directors or referred to another Board subcommittee** (agenda item 8)

The Committee **agreed** the items to be included in the Chair's Report to the public Board of Directors' Meeting on the 20 May 2021.

21/062 **Any issues for discussion at joint meetings with other Board subcommittees** (agenda item 8.1)

There were no additional items suggested for future joint meetings.

21/063 **Any other business** (agenda item 9)

There were no items of any other business.