

**Minutes of the Finance and Performance Committee
27 September 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 Nikki Cooper, Head of Performance Management and Informatics (agenda items 10 & 10.1)
Ms Rose Cooper, Corporate Governance Officer (Committee Secretariat)
Ms Roz Davies, Managing Director Thrive By Design (agenda items 10 - 11)
Mr Gerard Enright, Senior Finance Manager
Mr Bill Fawcett, Chief Information Officer (agenda items 10 - 11)
Mrs Cath Hill, Associate Director for Corporate Governance (agenda items 6-15)
Mr Nick Venters, Chief Clinical Information Officer (agenda items 10 & 10.1)
Mr Ian Andrews, Non-clinical Staff Governor (observer)
Mr Joseph Riach, Service User Governor (observer)

		Action
21/084	Welcome and Introduction Mrs White welcomed everyone to the meeting.	
21/085	Apologies for absence (agenda item 1) No apologies had been received from members or attendees.	
21/086	Members and attendees declaration of any conflict of interest in respect of any agenda items (agenda item 2) No declarations of interest were made.	
21/087	Minutes of the meeting held on 26 July 2021 (agenda item 3) The minutes of the meeting held on the 26 July 2021 were accepted as a true record.	
21/088	Approval for the minutes of the meeting held on 26 July 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 July 2021 were suitable to be uploaded to the Trust's external website.	
21/089	Matters arising (agenda item 4)	

There were no additional matters arising.

21/090 Briefing Paper – Leeds Autism Diagnostic Service (agenda item 4.1)

The Committee reviewed a ‘deep dive’ report on reset and recovery from the Leeds Autism Diagnostic Service which had been hit hard during the pandemic. Although demand had increased significantly the Committee was assured that plans were in place to recoup the pre Covid-19 position and to “break even” in terms of demand and capacity from March 2022.

The Committee asked about the current redeployment from LADS to the Trust’s Covid-19 vaccination centre and what the repercussions might be for the service if redeployment needed to happen on a larger scale again. Mrs Forster Adams explained that there were currently no clinical staff and only one administrative member of staff redeployed, and this was because it was felt that their level of expertise would be difficult to backfill from elsewhere.

Mrs Forster Adams assured the Committee that David Rowley, Head of Operations: Regional and Specialist Services, was leading on a piece of work to develop a more resilient operational delivery model which would help to fill gaps in administrative cover. Mrs Forster Adams also reassured the Committee that she did not expect the service to be significantly affected by redeployment for the remainder of the winter as they would be able to utilise the redeployment pool and ‘retire and return’ scheme.

The Committee **noted** the content of the paper in particular the timeframe for Key Performance Indicator (KPI) recovery and potential risks in 2022/23.

21/091 Outcome of NHS Improvement meeting as discussed as part of the National Cost Collection item in July (agenda item 4.2)

Mr Brewin advised that the national inpatient costing data from NHS Improvement had been delayed further and so the meeting to discuss it had not yet taken place. The Committee agreed that this would be included in the Chief Financial Officer Report in October, along with some consideration of local benchmarking opportunities.

DH

The Committee **received** the verbal update.

21/092 Cumulative action log (agenda item 5)

Regarding action 210, Mrs Hanwell explained that they were still reporting against the 30 day target for suppliers and that precise figures for the seven day aspirational target were not included in the Chief Financial Officer Report. Mrs White asked for this to be picked up under agenda item

	<p>7.</p> <p>Regarding action 213, the Committee agreed that an update on rebasing the financial framework would be provided in October, with a more detailed paper in due course.</p> <p>Regarding action 217, the Committee heard that the Penetration Test was underway and Mr Fawcett would provide an update as part of his cyber security item later on the agenda.</p> <p>Following a request from the Quality Committee (action 222) it was agreed that Finance and Performance Committee would review any estates issues which had a significant impact on the quality of service provision on a six monthly basis as part of the Strategic Estates update.</p> <p>The Committee was assured by the response from Mr Carl Starbuck, Head of Information Governance, in relation to action 225 and agreed to continue to review serious data breaches as part of the Committee's quarterly report from the Information Governance Group.</p>	<p>DH</p> <p>DH</p> <p>DH / RC</p>
	<p>The Committee received the action log and noted the updates provided.</p>	
<p>21/093</p>	<p>Combined Quality, Performance and Workforce Report (agenda item 6)</p> <p>The Committee reviewed the Service Performance Report and noted that there had been some dips in performance over the summer largely due to staff availability (holidays, Test and Trace, and catching up with staff training) combined with increased demand for staff as a result of high acuity across inpatient wards. However, these dips were short term and there was now more consistent performance with no unexpected areas of concern. The Committee noted that the Crisis House and Willow House (for complex dementia needs) were both helping to improve throughput and manage demand, and was pleased to hear about the reduction in Delayed Transfers of Care. The Committee also noted that reset and recovery was well underway.</p> <p>The Committee heard that work was ongoing in partnership with colleagues in West Yorkshire to secure additional acute capacity in preparation for winter and requested that an update was included in the next Chief Operating Officer Report which was due in November.</p>	<p>JFA</p>
	<p>The Committee reviewed and noted the content of this report and identified areas for further analysis as part of the Trust's governance arrangements.</p>	
<p>21/094</p>	<p>Chief Financial Officer Report (agenda item 7)</p> <p>The Committee reviewed the financial report and noted the continued uncertainty about the financial regime for the second half of the financial year. The Committee also noted that efficiency requirements of between 1</p>	

and 2% of the budget were likely in this period.

With regard to the Better Payment Practice Code, Mr Brewin noted there had been a significant improvement at month five and a positive trend against the seven day aspirational target. At month three performance by number of invoices paid on time was at 22% (or 59% by value) and at month five this had increased to 47% (78% by value).

Mr Brewin also outlined the financial consequences of the 'Flowers' legal case and the Committee understood that the central funding was expected to adequately cover the costs of the agreement for 2019-20 and 2020-21. However, there was no additional recurrent funding for future years, and this would result in an internal cost pressure estimate of circa £180k from 2021-22 onwards.

In terms of agency spending, the Committee heard that things were on track but requested more granular detail in relation to agency costs and it was agreed that this would be included in October's Chief Financial Officer Report, alongside findings from local and national benchmarking.

DH

The Committee noted that three expressions of interest had been made for capital investment under the first phase of the new hospitals scheme but that demand (300 applications for eight new schemes) was likely to outstrip availability. The Committee asked that this was reflected in the risk register.

DH

The Committee **noted** the income and expenditure position at month five, which was a favourable variance from plan of £0.34m; **noted** that better payment practice code (BPPC) performance remained strong; **noted** that the Trust remained in an overall good financial position; and **noted** that they were waiting on H2 planning guidance but work was ongoing to ensure that the Trust remained in a robust position.

21/095 Contract Development Analysis (agenda item 8)

The Committee **agreed** to discuss this item in the private session.

21/096 Off-payroll Engagements 2021-22 (agenda item 9)

The Committee **received** the report and was **assured** that there were no risks to the Trust from these engagements.

21/097 Update on the Digital Strategy (agenda item 10)

The Committee received a presentation of the emerging Digital Plan. This was available via a microsite which staff, service users and other stakeholders would be able to access and contribute to in 'real time'. The aim was to use innovative technology and intelligence to enable safe and more effective care. The strategy included projects and initiatives which

were being designed collaboratively to address what staff need, what service users need, to improve confidence and skills, and to help address the needs of digitally excluded service users. The approach was innovative and dynamic and the projects were explained in easy to understand language.

The Committee then discussed the importance of developing the Plan collaboratively with staff and service users.

Mr Fawcett would give Committee members access to the microsite after the meeting for further feedback and comment. The Committee felt that wider Board members might also benefit from hearing about the Plan and suggested this could be a topic for a future Board Development Session.

BF

BF / CHi

The Committee **thanked** Mr Fawcett and the team for their work on the Digital Plan to date and **asked** to receive a progress update in six months at the March 2022 meeting. Ms Cooper would add this to the forward plan.

RC

21/098 Updated Cyber Security Briefing (agenda item 10.1)

Mr Fawcett explained that the Penetration test was now underway and would be completed by the end of September 2021. Following this, the Trust would be able to resubmit the return and achieve retrospective compliance with the Data Security Protection Toolkit Standards.

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.

21/099 Thrive by Design Strategy and Business Plan (agenda item 11)

The Committee reviewed an updated business plan which showed that good progress was being made. The Committee heard that the expertise of the team in enabling service user led design and innovative use of technology was in high demand across the country and the order book was expanding. The Committee noted that the project had been rebranded to better reflect its role and function and innovative practice was being shared with the Trust as part of the Digital Plan.

The Committee asked if the team had the adequate resources to manage the increasing level of demand and Ms Davies confirmed that they felt fully supported.

The Committee **thanked** Ms Davies and the team and **noted** the Thrive By Design Business Plan for 2021/22.

21/100 NHS England Emergency Preparedness Resilience and Response (EPRR) Assurance Report (agenda item 12)

The Committee received this report in line with the requirement to self-assess against NHS England's core standards for EPRR which was an annual obligation for all NHS funded bodies. This was an assessment of organisational compliance rather than the narrow focus on the EPRR function.

Mrs Forster Adams outlined plans to build resilience into the team on a sustained basis and provided assurance that all activities had restarted and areas of focus had been identified and, in partnership with wider agencies, plans were in place to regain some of the ground lost within the next six months.

The Committee **reviewed** the document and **agreed** to recommend that the Board of Directors approve the Trust's assessment position for 2021-2 and the attached action plan which would enable the Chief Operating Officer acting as Accountable Emergency Officer to sign off the declaration (appendix 1).

SW

21/101 CareDirector Governance Refresh (agenda item 13)

The Committee **received** this item for information at the request of the Quality Committee.

21/102 Any item that needs to be escalated to the Board of Directors or referred to another Board subcommittee (agenda item 14)

The Committee **agreed** the items to be included in the Chair's Report to the public Board of Directors' Meeting on the 30 September 2021.

21/103 Any issues for discussion at joint meetings with other Board subcommittees (agenda item 14.1)

There were no additional items suggested for future joint meetings.

21/104 Any other business (agenda item 15)

The Committee did not discuss any other business.