

**Minutes of the Finance and Performance Committee  
23 May 2023 at 1pm (via Teams).**

**Present:** Mr Cleveland Henry, Non-executive Director (Chair of Committee)  
Mrs Joanna Forster Adams, Chief Operating Officer  
Mrs Dawn Hanwell, Chief Financial Officer and Deputy Chief Executive  
Mr Martin Wright, Non-executive Director

**In attendance:** Ms Rose Cooper, Corporate Governance Officer (Committee Secretariat)  
Mr Mark Dodd, Deputy Director of Operations (agenda items 1 – 6 and 11 - 15)  
Mr Gerard Enright, Assistant Director of Finance  
Mr Bill Fawcett, Chief Information Officer  
Mr Hergy Galsinh, Head of ICT Network Services (agenda item 10)  
Mrs Cath Hill, Associate Director for Corporate Governance  
Ms Naomi Makin, Head of Sustainability (agenda item 11)  
Mr Jonathan Saxton, Deputy Director of Finance

		<b>Action</b>
<b>23/054</b>	<p><b>Welcome and Introduction</b></p> <p>Mr Henry welcomed everyone to the meeting.</p>	
<b>23/055</b>	<p><b>Apologies for absence</b> (agenda item 1)</p> <p>Apologies had been received from Mr Darren Skinner, Director of People and Organisational Development.</p>	
<b>23/056</b>	<p><b>Declaration of any conflicts of interest in respect of agenda items</b> (agenda item 2)</p> <p>No declarations of interest were made.</p>	
<b>23/057</b>	<p><b>Minutes of the meeting held on the 25 April 2023</b> (agenda item 3)</p> <p>The minutes of the meeting on the 25 April 2023 were <b>accepted</b> as a true record.</p>	
<b>23/058</b>	<p><b>Approval for the minutes of the meeting held on the 25 April 2023 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 meeting held on the 25 April 2023 were suitable to be uploaded to the Trust’s external website.</p>	
<b>23/059</b>	<p><b>Matters arising</b> (agenda item 4)</p> <p>There were no matters arising.</p>	

**23/060 Cumulative action log (agenda item 5)**

Action 307: Mrs Forster Adams noted that this information had not been included in the Chief Operating Officer (COO) Report as stated in the action log and agreed to provide a verbal update as part of the COO Report later on the agenda.

Action 308: Mrs Hanwell explained that the timeline for the completion of the Private Finance Initiative (PFI) benchmarking exercise was still to be confirmed, but she anticipated that this work would be ready for July or September 2023 at the latest.

Action 303: the Committee agreed that this action could be closed on the basis that it would be picked up as part of the work to establish new guiding principles for Board subcommittee papers.

Action 306: the Committee agreed that this action could be closed on the basis that this information was now reported to the Committee and Board as standard.

Action 309: Mr Saxton presented a slide which set out the information requested. The Committee agreed that this update was sufficient, and that this action could be closed.

Action 311: Mr Fawcett confirmed that the Board Assurance Framework and Datix had been updated accordingly.

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

**23/061 Chief Operating Officer Report (agenda item 6)**

Mrs Forster Adams introduced the report and shared an update on the recent announcement of further junior doctors' strikes in June 2023. She explained what arrangements were being put in place, overseen by the Industrial Action Planning Group. Mrs Forster Adams then shared some escalations from a service delivery and performance perspective and highlighted that workforce availability continued to be a significant risk.

The Committee then received an update on the monitoring of the risk of falls at the Mount. Mrs Forster Adams explained that they now rostered staff according to the risk of falls, which was measured via an improved risk assessment. The Committee noted that this was currently recorded as a managed risk on the risk register, but this may need to be revisited once it was clearer what the estate arrangements would be for the Mount after the PFI contracts expire in 2028. The Committee noted that these arrangements were being overseen by the PFI Steering Group.

The Committee then discussed a few areas in more detail; firstly, sickness levels across various clinical services in the Trust. Mrs Forster Adams explained that sickness hotspots generally existed in the services which were struggling with demand and often had the highest levels of vacancies, leading to staff stress and burnout, these included Red Kite View, Forensics, and Older Adults services. The

Committee noted that the Quality, Delivery and Performance (QDAP) process regularly reviewed the sickness data from each service line to understand what might be causing hotspots. Mrs Forster Adams explained that enhanced support was currently in place for Red Kite View in the form of strengthened governance arrangements and Forensic services in the form of an independent review of which they were currently awaiting the recommendations. The Committee understood that options such as restricting access to services may need to be considered in order to reduce the burden on staff.

The Committee agreed that it would be helpful if reports on the Trust's use of agency differentiated between cover for vacancies and cover for staff sickness in terms of financial cost, so that the impact of interventions like wellbeing support could be monitored. Mr Dodd noted that the Healthroster system was able to provide this information. It was also agreed that Mrs Forster Adams would consider how best to report staff sickness data and hotspot areas to the Workforce Committee to ensure it had oversight of the risks and issues.

**JFA / MD**

**JFA**

The Committee then received an update on the arrangements between the Trust's community services and Leeds Teaching Hospitals Trust in terms of prioritising admission into LYPFT inpatient wards, which had to be weighed up in terms of individual risk. Mrs Forster Adams explained that new research into crisis admissions by GIRFT (Getting It Right First Time) would be reviewed and fed into the Acute Care Excellence work and incorporated into admission criteria. It was hoped that this revised approach would help to reduce lengths of stay and improve patient flow.

The Committee then discussed the lessons learnt from recent industrial action and noted that the areas identified were being developed into projects and would be monitored via the appropriate governance groups. Mrs Forster Adams explained that there had been some improvement in terms of systematising medical staffing information but noted there was more work to do, particularly in terms of out of hours medical rotas and using the e-roster to record medical staff absence.

Mr Henry asked when the space for the Acute Liaison Psychiatry Service at the emergency department of LTHT was likely to be resolved. Mr Dodd responded that this was being managed through the QDAP process and it was agreed that an update on progress including a timeframe for completion would be provided at a future meeting.

**MD**

The Committee also noted that the NICPM service had closed its waiting list to referrals from outside of Leeds due to low bed numbers and the absence of a substantive psychiatrist. The Committee noted that the long-term future of this service would need to be revisited by the Executive Team and the Board at some point.

Mrs Forster Adams also provided an update on the vacant tenancies in the Specialised Supported Living Service which were having a significant impact on the budget for the service and creating increased risk. The Committee noted that a cost options appraisal was being developed in an attempt to resolve the financial pressure and an update on this would be included in the report to the July meeting.

**JFA**

The Committee **considered** the report and the assurance it provided in relation to key escalations and **agreed** the areas of concern to highlight to the Board.

**23/062 Chief Financial Officer Report – Month 1** (agenda item 7)

The Committee received the overview of financial performance and noted that the Trust was achieving both capital and revenue plans at month 1. The Committee also noted that the West Yorkshire Integrated Care Board (ICB) forecast remained a deficit at this point in time as there were no plans in place to meet the residual financial gap, and noted the risks and challenges associated with this.

The Committee noted that the Trust was in a reasonable financial position in the context of a challenged system position; however, Mrs Hanwell highlighted there was more work to do in terms of identifying efficiencies in order to achieve recurrently balanced budgets and 'right sizing' the workforce through workforce redesign.

The Committee **noted** the achievement of the revenue plan position as at month 1 and **noted** the capital expenditure position of £135k.

**23/063 Inpatient Benchmarking Update** (agenda item 8)

The Committee received an update on the current status of the inpatient benchmarking exercise, was assured by the thorough approach being taken, and noted that it was too early to conclude findings at this stage. The Committee noted that a further update would be provided in July 2023.

The Committee also discussed the Trust's involvement in various national benchmarking groups, noted that these could be time consuming and unproductive, and supported a move to focusing on more meaningful benchmarking with local partners at a West Yorkshire level.

The Committee **noted** the progress made to date.

**23/064 Contract Development Analysis** (agenda item 9)

The Committee heard that good progress was being made with the review of costs for the Northern School of Child and Adolescent Psychotherapy (NSCAP) and noted that a further update on this was scheduled for the September meeting. The Committee also received a summary of progress with the 2023/24 contracts, noted there were no significant issues to report at this stage, and noted that the Leeds ICB contract was nearly finalised.

The Committee **received** the update on the current service development opportunities and risks.

**23/065 Cyber Security Update** (agenda item 10)

The Committee received an update on cyber security and noted that good progress was being made against the key projects.

The Committee discussed the upcoming rollout of the multi-factor authentication system (Duo) which had been trialled over recent months and would 'go live' from July 2023 for all staff accessing the network remotely. Mr Fawcett explained that this was in response to a mandate from NHS England that all trusts must deploy multifactor authentication for those working remotely in time for the next Data Security and Protection Toolkit audit.

The Committee also heard that the Trust had procured new cyber training software which could be tailored for specific groups of staff, including the Board of Directors. The Committee agreed on the importance of developing and maintaining the Board's understanding of cyber risks and the potential technical impacts for the Trust. Mr Fawcett would liaise with Mrs Hill regarding the training arrangements for the Board.

**BF / CHi**

The Committee **received** the cyber security update and was **assured** that the Trust continued to maintain a robust position in relation to its cyber defences.

**23/066 Green Plan Update** (agenda item 11)

The Committee received an update on the activities undertaken to develop the Trust's Green Agenda in order to deliver the Green Plan in support of Greener NHS requirements.

The Committee highlighted that there was more work to do to understand the baseline and improvement trajectory in order to clearly measure progress against key targets. Ms Makin explained that this work had been delayed due to a lack of carbon footprint data for the Trust, but it would be incorporated as part of the strategic review of the Green Plan which would also include a Costed Net Zero Plan. The Committee noted that an external consultancy (JRP Solutions) had been commissioned to support with this.

The Committee noted that the Trust did not currently have a non-executive director champion for sustainability but supported it being the responsibility of the whole Board to champion sustainability issues. The Committee also noted that a clinical lead for sustainability was yet to be identified and there was more work to do to develop sustainable clinical models of care.

The Committee **received** the update on the Green Plan and **noted** that the next update would be received in November as per the Committee's cycle of business.

**23/067 Emergency Preparedness, Resilience and Response (EPRR) Annual Report 2022-2023** (agenda item 12)

The Committee received the Emergency Preparedness, Resilience and Response (EPRR) Annual Report 2022-2023 and noted the disruptions outlined in the report relating to Covid-19, power resilience, and industrial action. The Committee was assured by the progress with the EPRR plan despite these issues.

The Committee also noted the new training requirements for those staff with 'on call' or EPRR management responsibilities which now included a requirement for those deemed a commander in an incident to undertake continued development. The Committee noted the additional workload this would cause, and the concerns associated with this.

The Committee **noted** the significant issues raised in this report and progress made and **accepted** this report for the year 2022-2023. The Committee also **thanked** the EPRR team for their hard work during another challenging year.

**23/068 Annual Report from the Information Governance Group** (agenda item 13)

The Committee suggested that for future reports the section relating to 'issues to which the Committee needs to be alerted' was reviewed and reduced to help the Committee to focus on the key areas of importance when receiving the report. Mr Fawcett agreed to raise this with Mr Starbuck.

**BF**

The Committee **received** the Annual Report from the Information Governance Group and was **assured** by the information provided.

**23/069 Any item that needs to be escalated to the Board of Directors or referred to another Board subcommittee** (agenda item 14)

As part of the Chief Operating Officer Report item, the Committee agreed an action for Mrs Forster Adams to consider how best to report staff sickness data including hotspot areas to the Workforce Committee.

The Committee **agreed** the items to be included in the Chair's Report to the next public Board of Directors' Meeting on the 25 May 2023.

**23/070 Any other business** (agenda item 15)

The Committee did not discuss any other business.