

Sandwell and West Birmingham NHS Trust

Board Committee Chair's Report

Meeting:	Finance Investment and Performance Committee
Chair:	Mike Hoare
Date:	25 th February 2022
Present:	<p>Members: Mike Hoare Non-Executive Director (Chair), Mick Lavery Non-Executive Director, Dinah McLannahan Chief Finance Officer, Rachel Hardy Non-Executive Director, Liam Kennedy Chief Operating Officer, Martin Sadler Chief Informatics Officer</p> <p>In Attendance: Dave Baker Director of Partnerships and Innovation, Simon Sheppard Director of Operational Finance, Dan Conway Assoc. Director of Corporate Governance, Martin Sadler, Craig Higgins Assoc. Director of Financial Accounting, Di Eltringham Deputy Chief Nurse, Kevini Reynolds Head of Estates</p> <p>Apologies: Frieza Mahmood Chief People Officer, Paul Stanaway Assoc Director of Finance,</p>

Key points of discussion			
1.	<p>Month 10 Finance Report, incl Forecast Outturn</p> <p>The Trust reported a surplus at Month 10 (January), £888k, which is £1,015k favourable to the deficit plan (£127k).</p> <p>As reported to the Committee and Trust Board last month the key focus has been the delivery of the year end forecast, and eliminating any potential risks.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%; padding: 5px;"> <p>Chair's opinion: The papers were presented and whilst we are still showing a surplus there are a number of moving parts both in the control of the trust and those that are external that will mean the final position is not certain. At present the committee is not assured that the current forecast will be correct <u>at this time.</u></p> </td> <td style="width: 20%; text-align: center; vertical-align: middle;"> <div style="border: 2px solid black; background-color: yellow; padding: 5px; width: 80px; margin: auto;"> Partial Assurance </div> </td> </tr> </table>	<p>Chair's opinion: The papers were presented and whilst we are still showing a surplus there are a number of moving parts both in the control of the trust and those that are external that will mean the final position is not certain. At present the committee is not assured that the current forecast will be correct <u>at this time.</u></p>	<div style="border: 2px solid black; background-color: yellow; padding: 5px; width: 80px; margin: auto;"> Partial Assurance </div>
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2.	<p>MMUH Financial Update (Construction)</p> <p>This paper provided the monthly update to the Finance, Investment & Performance Committee on the financial aspects of the MMUH construction.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%; padding: 5px;"> <p>Chair's opinion:- The committee discussed the paper and the contents at length and questioned the timing of the associated assumptions and mitigations around further risk.</p> </td> <td style="width: 20%; text-align: center; vertical-align: middle;"> <div style="border: 2px solid black; background-color: yellow; padding: 5px; width: 80px; margin: auto;"> Reasonable Assurance </div> </td> </tr> </table>	<p>Chair's opinion:- The committee discussed the paper and the contents at length and questioned the timing of the associated assumptions and mitigations around further risk.</p>	<div style="border: 2px solid black; background-color: yellow; padding: 5px; width: 80px; margin: auto;"> Reasonable Assurance </div>
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3.	<p>MMUH Affordability Assessment Update</p> <p>The master sheet of the conclusions so far of the MMUH business case gateway approval process.</p>		

	<p>Chair's opinion: The Paper was discussed with a number of questions being fielded by the committee members, the overwhelming concern is the ability of the Executive and associated teams having the bandwidth to address a very complicated and critical activity</p>	
4.	<p>MMUH Business Case</p> <p>Business case wasn't ready for Committee's. this is being presented at Private Trust Board in March.</p>	
	<p>Chair's opinion: - The business case is still to be completed</p>	
5.	<p>E – Rostering Update</p> <p>The report outlined the financial proposal for procuring an end to end rostering system. Following wide spread consultation with the Trust Clinical Leadership Executive team and Chief Officers and recommends the committee to agree to the financial investment and progress implementation plan by awarding Allocate Software with the contract.</p>	
	<p>Chair's opinion: The Paper was well presented and discussed with assurance from CIO and Chief Nursing that there is a culture change plan associated with the roll out of the system to ensure the value is realised.</p>	
6.	<p>Planning 2223 incl BVQC</p> <p>Following the publication of the 22/23 planning guidance a report was presented updating on the progression of a relatively “normal” planning process for 2223.</p>	
	<p>Chair's opinion: The committee discussed the proposed plans and schemes, further analysis is required to ensure that the outcomes can be achieved. To be brought back to future committees</p>	
7.	<p>Planned Care</p> <p>The report outlined our planned care position and covered:</p> <ul style="list-style-type: none"> • Waiting list position (long waits) • P2 position • Elective recovery funding positions for clock stops, production plan & Virtual consultations 	
	<p>Chair's opinion: Whilst progress in some areas can be seen, other areas are seeing not improvement or even a slight degradation in wait lists. Its concerning that the committee are not completely sighted on the reasons why.</p>	
8.	<p>Activity and Capacity Plan for 2223</p> <p>We discuss the assumptions that have been outlined as part of our planning for 22/23 against the national guidance.</p>	

	Chair's opinion: The committee are concerned about the ability to return to 19/20 levels initially and this does not address the 10% improvement that is required. This is due to the theatre performance and needs to be addressed	
9.	EAS Performance Update A report was presented that outlined the trusts Emergency Access Standard (EAS) performance for the month of	
	Chair's opinion: Good progress is being made and the ambulance wait times are reducing. It's concerning that we are seeing an increase in conveyancing from BSOL.	
10.	Utility Contract Renewal – Recommendation Report The report was presented to advise on the current energy procurement route, seek approval of extending the current utility supply contract in to its final 12 months, and to detail possible mitigation measures to alleviate the current pressure on budget.	
	Chair's opinion: Recommended option to extend current contract was agreed and the Committee noted the intention to bring back a longer term strategy on energy which would cover usage, our Green Plan, as well as contract options. Partial assurance given market uncertainty and pressures.	
Positive highlights of note		
<ul style="list-style-type: none"> Continued progress on financial stability as well as the implementation of the E-Rostering system which will not only improve the efficiency of the trust it will help address the safe staffing concerns. 		
Matters of concern or key risks to escalate to the Board		
<ul style="list-style-type: none"> Ability for the Exec and supporting teams to focus on the activity plans and associated MMUH configurations. 		
Matters presented for information or noting:		
<ul style="list-style-type: none"> With the current geopolitical position and the rising energy prices the committee discussed the options to extend the current contract and also to look at the approval process in order to support a more efficient way of securing the best deals. 		
Decisions made:		
<ul style="list-style-type: none"> E-Rostering proposal agreed Energy contract extension agreed 		
Actions agreed:		

Assurance classification

	<p>Management cannot clearly articulate the matter or issue; something has arisen at Committee for which there is little or no awareness and no action being taken to address the matter; there are a significant number of risks associated where it is not clear what is being done to control, manage or mitigate them; and the level of risk is increasing.</p>
	<p>There is partial clarity on the matter to be addressed; some progress has been made but there remain a number of outstanding actions or progress against any plans so will not be delivered within agreed timescales; independent or external assurance shows areas of concern; there are increasing risks that are only partially controlled, mitigated or managed.</p>
	<p>There is evidence of a good understanding of the matter or issue to be addressed; there are plans in place and these are being delivered against agreed timescales; those that are not yet delivered are well understood and it is clear what actions are being taken to control, manage or mitigate any risks; where required there is evidence of independent or external assurance.</p>
	<p>There is evidence of a clear understanding of the matter or issue to be addressed; there is evidence of independent or external assurance; there are plans in place and these are being actively delivered and there is triangulation from other sources (e.g. patient or staff feedback)</p>