



Sandwell and West Birmingham NHS Trust Board Committee Chair's Report

Meeting:	Finance, Investment and Performance Committee		
Chair:	Rachel Hardy & Mick Laverty		
Dates:	26 th May 2023 & 30 th June 2023		
Present:		28 th April 2023	30 th June 2023
	Rachel Hardy, Non-Executive Director (Chair)	Attended	Apologies
	Mick Laverty, Non-Executive Director (Member)	Attended	Attended
	Andrew Argyle, Non-Executive Director (Member)	Attended	Attended
	Dinah McLannahan, Chief Finance Officer (Member)	Attended	Attended
	Johanne Newens, Chief Operating Officer (Member)	Attended	Attended
	Frieza Mahmood, Chief People Officer (Member)	Attended	Apologies
	Martin Sadler, Executive Director of IT & Digital (Member)	Attended	Attended
	Daren Fradgley, Chief Integration Officer (Member)	Attended	Apologies
	Jatinder Sharma, Assoc Non-Executive Director (Member)	Attended	Attended
	Dave Baker, Chief Strategy Officer	Attended	Attended
	Simon Sheppard, Director of Operational Finance	Attended	Attended
	Craig Higgins, AD Finance Accounting	Attended	Attended
	Paul Stanaway, AD Financial Management	Attended	Attended
	Dan Conway, Assoc Director of Corporate Governance	Attended	Attended
Fozia Roked, Paediatric Registrar	Attended		
Chris Archer, Director of Strategic Development	Attended		
David Dingwall, CIP Consultant		Attended	

* See Reading Room for assurance classification

26th May 2023

1.	FIPC Committee effectiveness report <u>Chair's opinion:</u> <ul style="list-style-type: none">This was presented and accepted. A strategic forward looking agenda of work will be developed.	Substantial Assurance
2.	Month 1 Finance Report <u>Chair's opinion:</u> <ul style="list-style-type: none">Presented and discussed. Key requests for the May meeting:A deep dive into the CIP programme – Identified. Unidentified, recurrent and non recurrentA clear workforce trajectory to show what posts will be removed recurrently and a triangulated plan with bank and agency costs.A risk assessed view of the above	Partial Assurance
3.	Capital Programme and 5 year plan – including cash plan BCF, SDF and non-block 2324 plan <u>Chair's opinion:</u> <ul style="list-style-type: none">Received and acknowledged.To become part of the monthly finance reportTo be aligned with the estates strategyEstates strategy to be presented to FIPC in July	Partial Assurance
4.	FIPC metrics <u>Chair's opinion:</u> <ul style="list-style-type: none">Received and notedAgreed to include a workforce tracker showing WTEs and bank and agency usageRisk scenraios relating to the above	Partial Assurance
5.	Operational Performance Report <u>Chair's opinion:</u> <ul style="list-style-type: none">Received and noted.A forward trajectory of each matric was requested by the committee to show impact of actions	Partial Assurance
6.	Financial impact of Place funding on SWBT <u>Chair's opinion:</u> <ul style="list-style-type: none">Received and noted	Partial Assurance
	MMUH finance report	

7.	Chair's opinion: <ul style="list-style-type: none"> Noted and Received 			Partial Assurance										
8.	Prioritised list of SCRs, resourcing, and funding requirements Chair's opinion: <ul style="list-style-type: none"> Noted and Received 			Partial Assurance										
9.	Pathology business case Chair's opinion: <ul style="list-style-type: none"> <u>Received and agreed as follows :</u> <u>23/24 approval given to proceed</u> <u>Further work required on the future revenue consequences</u> 			Partial Assurance										
<table border="1"> <thead> <tr> <th>Positive highlights of note</th> <th>Matters of concern or key risks to escalate to the Board</th> <th>Matters presented for information or noting</th> <th colspan="2">Actions agreed</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> Dealt with a large agenda </td> <td> <ul style="list-style-type: none"> The 23/24 financial plan Developing the performance part of the agenda </td> <td> <ul style="list-style-type: none"> </td> <td colspan="2"> <ul style="list-style-type: none"> </td> </tr> </tbody> </table>					Positive highlights of note	Matters of concern or key risks to escalate to the Board	Matters presented for information or noting	Actions agreed		<ul style="list-style-type: none"> Dealt with a large agenda 	<ul style="list-style-type: none"> The 23/24 financial plan Developing the performance part of the agenda 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
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30th June 2023

10.	Month 2 Finance Report (including Cost Improvement Programme 23/24 Update). Chair's opinion: <ul style="list-style-type: none"> Position has deteriorated from M1. Adverse variance (to deficit budget of £18.8m) has increased to £4m. Need to build up some momentum re delivery of CIP and also focus/progress re workforce control (both cost and wte numbers). 			Partial Assurance
11.	Workforce Performance Report Chair's opinion: <ul style="list-style-type: none"> Workforce challenge sized and understood. Groups need to manage their establishment, bank and agency budgets/targets – (both cost and wte). It's not clear the priority/urgency being given to this. 			Partial Assurance
Operational Performance Report				

12.	<p>Chair's opinion:</p> <ul style="list-style-type: none"> Received and noted. Significant overlap in content with the FIPC metrics report (potential to combine the two). 	Partial Assurance
13.	<p>FIPC metrics</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Received and noted. With the exception of elective activity, performance of all other targets is in the 'hit & miss' or 'failing the target/plan' categories. 	Partial Assurance
14.	<p>Improvement System next steps - Benefits Case and Partner Selection</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Committee supportive of suggested CQI approach, noting the money to support still needs to be identified, but also noting that a systematic way of making improvements will support a very challenging CIP programme and MMUH benefit realisation target. CFO looking at whether balance sheet reserves could fund CQI (invest to save). 	Partial Assurance
15.	<p>Medium Term Affordability Model</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Overall extremely challenging. Delivery of £110m CIP for the 4 year period 2024-2028 plus c£60m for MMUH both needed to achieve a small surplus (£6.3m) in 2027/28. Non delivery of this year's deficit budget and CIP will make the task even more challenging. 	Partial Assurance
16.	<p>Capital Programme and Cash 23/24 (Including Capital Business Case Pipeline)</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Received and noted. Capital spend current behind profile. 	Partial Assurance
17.	<p>Digital Strategy</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Received and noted. Delivery of the strategy is slower than desirable due to capacity issues. 	Partial Assurance
18.	<p>IPM - Dedalus (Supplier)</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Approval given to enable Informatics to continue with the IPM Patient Administration System. 	NA
	Benefits realisation	

19.	Chair's opinion: <ul style="list-style-type: none"> Potential benefits quantified. The governance around, and delivery of, benefits now needs agreeing and resourcing. 			Partial Assurance
20.	MMUH Finance Report Chair's opinion: <ul style="list-style-type: none"> Received and noted. Additional funding sought from NHSE and funding for UTC being explored. 			Partial Assurance
21.	BAF Report (including Risk Register risks, applicable to committee only) Chair's opinion: <ul style="list-style-type: none"> Not provided. 			NA
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<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> £4m adverse to deficit budget at M2. Need some focus, urgency & progress re CIP delivery and controlling workforce costs and wte. Achieving a surplus at the end of the medium term plan (by 2027/28) will be a significant challenge. 	<ul style="list-style-type: none"> Committee supportive of CQI proposal 	<ul style="list-style-type: none"> Approval given to enable Informatics to continue with the IPM Patient Administration System.