



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

Meeting:	Finance, Investment and Performance Committee		
Chair:	Rachel Hardy		
Dates:	27th January 2023 & 24 th February 2023		
Present:		25 th January 2023	22 nd February 2023
	Rachel Hardy, Non-Executive Director (Chair)	Attended	Attended
	Mick Laverty, Non-Executive Director (Member)	Attended	Attended
	Lorraine Harper, Non-Executive Director (Member)	Apologies	Attended
	Dinah McLannahan, Chief Finance Officer (Member)	Attended	Apologies
	Johanne Newens, Chief Operating Officer (Member)	Attended	Apologies
	Frieza Mahmood, Chief People Officer (Member)	Attended	Apologies
	Martin Sadler, Executive Director of IT & Digital (Member)	Attended	Attended
	Daren Fradgley, Chief Integration Officer (Member)	Apologies	Apologies
	Dave Baker, Chief Strategy Officer	Attended	Apologies
	Simon Sheppard, Director of Operational Finance	Attended	Attended
	Craig Higgins, AD Finance Accounting	Attended	Apologies
	Paul Stanaway, AD Financial Management	Attended	Apologies
	Dan Conway, Assoc Director of Corporate Governance	Attended	Attended
	Warren Grigg, Director of Estates Development	Attended	Attended
	Chris Archer, Assistant Director of Strategic Development	Attended	N/a
	Louise Wilde, Head Midwifery	Attended	N/a
	Demetri Wade, Chief Operating Officer	N/a	Attended

* See Reading Room for assurance classification

27th January 2023

1.	<p>Month 9 Finance Report including KPIs, forecast, FRP</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> The financial plan will be delivered against targets, albeit using significant non recurrent means which as previously reported will have a significant impact on the 2023/24 and beyond financial position 	Substantial Assurance
2.	<p>Financial Strategy approach and planning 2324 and 2425 update</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> A first cut 23/34 position was presented which set out a significant deficit plan of circa £100m for the organisation, based upon a set of actions and next steps. The committee did not have assurance of the plan based upon: <ul style="list-style-type: none"> The shape of the plan and what an acceptable final position would be The magnitude and current position of the CIP plan of 4% The route to improving the plan and the governance for signing what will be a significant deficit plan for the organisation wasn't clear. Clarification of outstanding funding streams following discussions with external stakeholders ie: NHSE and ICBS re MMUH The mapping and funding of workforce increases It is recommended by FIPC that there is a short extra ordinary board meeting to review the plan. 	Partial Assurance
3.	<p>Estate's Compliance Report</p> <p><u>Chair's opinion:</u> Assured and accepted</p>	Substantial Assurance
4.	<p>EQUANS Contract Performance Report</p> <p><u>Chair's opinion:</u> Assured and accepted</p>	Substantial Assurance
5.	<p>Board Metrics</p> <p><u>Chair's opinion:</u> Metrics received but development is required to enable a full discussion of the issues within the report and the progress being made against areas</p>	Partial Assurance
6.	<p>RSM Emerging Risk Radar</p> <p><u>Chair's opinion:</u> Assured and accepted</p>	Substantial Assurance
7.	<p>MMUH Finance Workstream Update</p>	

	Chair's opinion: Accepted with a regular discussion required on the impact of stakeholder discussions regarding additional resource .	Partial Assurance		
8.	MMUH Benefits Workstream Update Chair's opinion: Update reviewed and accepted	Partial Assurance		
9.	MMUH Move Partner Chair's opinion: Approved and ratified within budget	Substantial Assurance		
10.	IT Investment Chair's opinion: Approved the approach proposed to delegated authority	Substantial Assurance		
11.	Pathology Capital Business Case Chair's opinion: Approved and accepted	Substantial Assurance		
	Positive highlights of note	Matters of concern or key risks to escalate to the Board	Matters presented for information or noting	Actions agreed
	•	• The 2023/24 Financial Plan and Financial Strategy	• New Q&S metrics being developed	•

24th February 2023

1.	Month 10 Finance Report including KPIs, forecast, FRP Chair's opinion: • Assured that the financial plan will be delivered albeit using a significant proportion of non-recurrent measures which will have a large impact on 2023/24 and beyond	Substantial Assurance
2.	Planning 2324 Chair's opinion: • An improved position was presented with a deficit of £70m. A discussion was undertaken which focussed on the following areas : - A CIP programme which required delivery of 4% to achieve this level of deficit - The growth in the workforce specifically a large number of unfunded posts. - An increase in the cost base compared to 2022/23 of £56m due an offset being made by balance sheet flexibility in 22/23 and increase in unfunded paycosts.	

	<ul style="list-style-type: none"> - A reduction in income and whether this could have been anticipated or not. - Triangulation to workforce and activity • The committee did not have assurance that a robust financial plan was developing due the following: <ul style="list-style-type: none"> - Lack of maturity of the CIP programme with half of the programme currently planned to deliver non recurrently. - An increasing cost base in a reducing income environment - An increasing workforce that is not affordable within the financial plan - Lack of clarity of the governance approach to sign the plan off • It is recommended that a short extra ordinary board is convened prior to sign off by the ends of march 		
3.	FIP BAF Report		
	Chair's opinion:		
	<ul style="list-style-type: none"> • Further review required of both the current risk score and target score to ensure they are realistic. 		Partial Assurance
4.	Board Level Metrics		
	Chair's opinion:		
	<ul style="list-style-type: none"> • The committee welcomed a smaller more tailored pack for future meetings with a tighter narrative for each area to clarify 'what we will do next and when' 		Partial Assurance
5.	MMUH Programme Company budget report		
	Chair's opinion:		
	Accepted and noted		Substantial Assurance
6.	Benefits Realisation update and draft report		
	Chair's opinion:		
	Good progress was noted with some challenges to the methodology. To be further discussed at the MMUH Committee		Partial Assurance
7.	MMUH Finance Workstream Update		
	Chair's opinion:		
	Received and noted.		Partial Assurance
8.	Frontline Digitisation funding		
	Chair's opinion:		
	Received and accepted. Agreed that FIPC would continue to monitor progress and receive reports		Substantial Assurance
	Positive highlights of note	Matters of concern or key risks to escalate to the Board	Matters presented for information or noting
	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 2023/24 and beyond financial plan 	<ul style="list-style-type: none"> •
			Actions agreed
			<ul style="list-style-type: none"> •