



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

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| Meeting: | Finance, Investment and Performance Committee | | |
| Chair: | Rachel Hardy | | |
| Dates: | 2 nd February 2024 & 1 st March 2024 | | |
| Present: | | 2nd February 2024 | 1st March 2024 |
| | Rachel Hardy, Non-Executive Director (Chair) | Attended | Attended |
| | Mick Laverty, Non-Executive Director (Member) | Attended | Attended |
| | Andrew Argyle, Non-Executive Director (Member) | Attended | Attended |
| | Simon Sheppard, Acting Chief Finance Officer (Member) | Attended | Attended |
| | Johanne Newens, Chief Operating Officer (Member) | Apologies | Apologies |
| | James Fleet, Interim Chief People Officer (Member) | Attended | Attended |
| | Martin Sadler, Executive Director of IT & Digital (Member) | Attended | Attended |
| | Daren Fradgley, Chief Integration Officer (Member) | Apologies | Attended |
| | Jatinder Sharma, Assoc Non-Executive Director (Member) | Attended | Apologies |
| | Dave Baker, Chief Strategy Officer | Apologies | 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 |
| | David Dingwall, CIP Consultant | Attended | |
| | Demitri Wade, Deputy Chief Operating Officer | Attended | Attended |

* See Reading Room for assurance classification

2nd February 2024

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| 1. | Operational Performance Report (including F&PC Metrics) <u>Chair's opinion:</u> <ul style="list-style-type: none"> A detailed discussion on the performance of the Trust against 12 key national targets. It is likely that 7 out of 12 national targets will be off track by the end of March. The committee were verbally assured that there are trajectories and actions for recovery, but the committee have not been apprised of these in detail at present. Therefore, the committee could not be assured of required action plans and likely recovery trajectories against targets. This will be presented in future operational performance reports as previously requested. A new style report was specifically discussed and requested that is present and future focussed with details of clear actions. | Partial Assurance |
| 2. | FPC Metrics <u>Chair's opinion:</u> <ul style="list-style-type: none"> Received | Partial Assurance |
| 3. | Elective Recovery Fund Recovery Plan <u>Chair's opinion:</u> <ul style="list-style-type: none"> Assurance was received that the Trust will deliver the plan in 2023/24. | Reasonable Assurance |
| 4. | Winter Plan 23 / 24 Update <u>Chair's opinion:</u> <ul style="list-style-type: none"> Received and considered. The committee requested a review of lessons learned for 2024/25 particularly to ensure this triangulates with 24/25 plan and how we are going to ensure future delivery. This obviously triangulates with bed capacity at MMUH. Issues regarding staffing were raised and discussed for the first time in the committee. | Partial Assurance |
| 5. | Month 9 Finance Report <u>Chair's opinion:</u> <ul style="list-style-type: none"> The year end position has altered from the deficit position agreed by the Trust Board from £27.2m to £29.9m deficit due to industrial action costs. | Reasonable Assurance |
| 6. | 23 / 24 Year-end Financial forecast <u>Chair's opinion:</u> <ul style="list-style-type: none"> As above | Reasonable Assurance |
| 7. | Month 9 Cash and Capital <u>Chair's opinion:</u> <ul style="list-style-type: none"> Assured delivery of the capital and cash position for 2023/24. However, a rating of partial assurance is given purely since the Trust will be in a position of borrowing cash in the first half of financial year 2024/25 with no current plan B. This has no reflection on the process and forecasting of the finance department. | Partial Assurance |
| Annual Operational and Financial Plan 2024/25 | | |

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| 8. | <p>Chair's opinion:</p> <ul style="list-style-type: none"> The likely position on the 2024/25 plan was discussed. The summary of the discussion and next steps required for the committee to be assured were : This should be considered year 1 of an organisational wide 3-year recovery plan (not just financial but for aspects of the organisation) Clarity is required on the changed approach and leadership required to mobilise and deliver a recovery programme of such magnitude within the organisation. A clear 3-year programme of improvement work with trajectories, timelines and impact is required with an overall owner of the recovery programme. A clear delivery approach and structure within the organisation is required. <p>A rating of partial assurance has been given only because there is a lot of work being undertaken by a small number of people, however, it primarily focuses on year one and there still isn't a clear approach as described above</p> | <div style="border: 1px solid black; background-color: yellow; padding: 5px; width: 50px; margin: auto;">Reasonable Assurance</div> |
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| Positive highlights of note | Matters of concern or key risks to escalate to the Board | Matters presented for information or noting | Actions agreed |
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| <ul style="list-style-type: none"> Clear, full and constructive discussion | <ul style="list-style-type: none"> Focus, readiness and ability to develop and deliver a significant organisational recovery plan of this magnitude. The organisation will be required to borrow cash from the first half of 2024/25 with no defined solution. Whilst the organisation will deliver an agreed forecast outturn only 20% of the CIP is recurrent. This links to point 1. Delivery of 5 out of 12 national performance targets by 31/3/2024. | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> |

1st March 2023

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| 9. | <p>RTT Pop Ups and Patient Access Policy Audit</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Report received and progress noted. Findings and further report agreed for the next meeting. The report to include a discussion on the learning point – why didn't we tackle this issue sooner. | <div style="border: 1px solid black; background-color: orange; padding: 5px; width: 50px; margin: auto;">Partial Assurance</div> |
| Operational Performance Report | | |

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| 10. | <p>Chair's opinion:</p> <ul style="list-style-type: none"> • Report received with the issues regarding targets reported in the previous FIPC meeting still to be noted. • A change in reporting of performance to be delivered from the next meeting to include: • Summary of current performance against target and forecast performance. • How we benchmark at a regional and national level against targets • The issues regarding non delivery and what our plan is to rectify this. • Will the target ever be deliverable? • How are we going to achieve this and what needs to happen to enable this? • When are we forecasting it will happen by? <p>This will enable a more informed and focussed discussion regarding performance issues.</p> | <div style="border: 1px solid black; background-color: #f4a460; padding: 5px; text-align: center;"> Partial Assurance </div> |
| 11. | <p>Elective Recovery Performance Report</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> • Accepted and assured the Trust will achieve the target. This has however been achieved by £2m of coding issues which are one off improvements. The focus for 2024/25 is to deliver by activity changes. | <div style="border: 1px solid black; background-color: #ffff00; padding: 5px; text-align: center;"> Reasonable Assurance </div> |
| 12. | <p>Month 10 Finance Report</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> • Assured. The forecast deficit position will change for legitimate reasons which have been recognised by NHS England. All changes are non-recurrent in nature. | <div style="border: 1px solid black; background-color: #ffff00; padding: 5px; text-align: center;"> Reasonable Assurance </div> |
| 13. | <p>23 / 24 Year-end Financial Forecast</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> • As above | <div style="border: 1px solid black; background-color: #ffff00; padding: 5px; text-align: center;"> Reasonable Assurance </div> |
| 14. | <p>Month 10 Cash and Capital</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> • Assured delivery of the capital and cash position for 2023/24. However, a rating partial assurance is given purely since the Trust will be in a position of borrowing cash in the first half of financial year 2024/25 with no current plan B. This has no reflection on the process and forecasting of the finance department. | <div style="border: 1px solid black; background-color: #f4a460; padding: 5px; text-align: center;"> Partial Assurance </div> |
| 15. | <p>Annual Operational Plan 24 /25</p> <p>Chair's opinion:</p> <p>A narrative supporting the preparation of the plan for 2024/25 was discussed. The following points below still remain unclear.</p> <ul style="list-style-type: none"> • The likely position on the 2024/25 plan was discussed. The summary of the discussion and next steps required for the committee to be assured were: • This should be considered year 1 of an organisational wide 3-year recovery plan (not just financial but for all aspects of the organisation) • Clarity is required on the changed approach and leadership required to mobilise and deliver a recovery programme of such magnitude within the organisation. • A clear 3-year programme of improvement work with trajectories, timelines and impact is required with an overall owner of the recovery programme. • A clear delivery approach and structure within the organisation is required. | <div style="border: 1px solid black; background-color: #f4a460; padding: 5px; text-align: center;"> Partial Assurance </div> |

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| | <ul style="list-style-type: none"> A rating of partial assurance has been given only because there is a lot of work being undertaken by a small number of people, however, it primarily focuses on year one and there still isn't a clear approach as described above | |
| 16. | Ready Set Go Assurance (Risk, CSFs, Ops Readiness and Clinical Hazards) <u>Chair's opinion:</u> <ul style="list-style-type: none"> Received and risks noted | Partial Assurance |
| 17. | Microsoft Enterprise Agreement <u>Chair's opinion:</u> <ul style="list-style-type: none"> Received and approved | Reasonable Assurance |
| 18. | Summerfield Group Practice APMS <u>Chair's opinion:</u> <ul style="list-style-type: none"> Received and approved | Reasonable Assurance |

| 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"> Clear, full and constructive discussion | <ul style="list-style-type: none"> Focus, readiness and ability to develop and deliver a significant organisationable recovery plan of this magnitude. The organisation will be required to borrow cash from the first half of 2024/25 with no defined obligation. Whilst the organisation will deliver a agreed forecast but to only 200% of the CRP's requirement. This is in line with point 1. Delivery of 5 out of 12 national performance targets by 31/3/2024. | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> |

