

**Finance and Performance Committee Chair's Report
Board Workshop Meeting
30 May 2024**

Presented for:	Information and assurance
Presented by:	Gillian Taylor, Chair of the Finance & Performance Committee Simon Worthington, Director of Finance Clare Smith, Chief Operating Officer
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List of meeting dates:	27 March and 24 April 2024

Our Annual Commitments for 2024/25 are:	
Reduce wait for patients	✓
Reduce Healthcare Acquired Infections by 15%	
Reduce our carbon footprint through greener care	
Use our existing digital systems to their full potential	
Strengthen participation and growth in research and innovation	
Deliver the financial plan	✓
Be in the top 25% performing Trusts for staff retention	

Key points:	
This summary provides an overview of significant issues of interest to the Board, highlights key risks discussed, key decisions taken, and key actions agreed by the Finance and Performance Committee.	Information/ assurance

Risk Appetite Framework			
Level 1 Risk	Level 2 Risks	(Risk Appetite Scale)	Impact
Clinical Risk	Capacity Planning Risk - We will ensure that capacity is planned to meet the demand for elective and non-elective (acute) admissions to our hospitals, managing this risk to provide safe treatment and care to our patients.	Cautious	Moving Towards
Financial Risk	Financial Management & WRP - We will deliver sound financial management and reporting for the Trust, aiming to at least break even, with no material variances to forecast.	Cautious	Moving Towards
Financial Risk	Financial Reporting Risk - We will deliver sound financial management and reporting for the Trust, with no material misstatements or variances to forecast.	Minimal	Moving Towards
Financial Risk	Cash Management - We will retain a minimum balance of £3m in line with requirements for a Trust of our size.	Cautious	Moving Towards
External Risk	Regulatory Risk - We will comply with or exceed all regulations, retain its CQC registration and always operate within the law.	Cautious	Moving Towards

Finance and Performance (F&P) Committee – 27 March 2024

Patient Story

The Committee received a Patient Story in relation to the Emergency Care Standard (ECS) and was positive of the internal work displayed in the care of this patient and of the work of the Same Day Emergency Care (SDEC) unit; however, had also reflected on pressures across the wider system, with recognition that an ED referral from the GP for the type of presentation described had not been the optimal route with opportunities for system learning.

Committee Annual report

The Committee endorsed its support to the content of the F&P Committee 2023-24 Annual Report which was presented to the Audit Committee on 2 May 2024, and the final copy included within the public Board papers at agenda item 12.3(d).

Performance

CSAR - The Committee received the month 11 Constitutional Standards report (reporting on the February 2024 position for all standards with the exception of Cancer Waiting Times which reported on January 2024). Assurance was received on the actions and mitigations in place to support the Trusts recovery of the standards as it moved through its Covid reset and recovery stages;

In addition, the Committee received a deep dive into the ECS and assurance of the recovery actions to return to full compliance with this standard; a summary of the deep dive was provided within the F&P Committee minutes which had been provided to the Board Workshop meeting.

Approvals

The Committee made a number of approvals in line with its powers as defined in the Trust's Standing Financial Instructions and the Scheme of Delegation which are restricted from the public domain due to commercial sensitivity.

F&P Committee – 24 April 2024

Staff Story

The Committee received a Staff Story on the impact of volunteers within the Trust entitled 'Volunteering, Improving Patient Experience and Timeliness of Care' which included examples of the vital roles volunteers performed in the Trust and the value they added to patients and carers, and organisations and staff. Focus for 2024/25 was highlighted as continued sustainability and growth to current schemes and volunteer numbers; and the Committee was informed of the intention to conduct a pilot across the organisation to support patient attendance optimisation.

Approvals

The Committee made a number of approvals in line with its powers as defined in the Trust's Standing Financial Instructions and the Scheme of Delegation which are restricted from the public domain due to commercial sensitivity.

Performance

The Committee received the month 12 Constitutional Standards report (reporting on the March 2024 position for all standards with the exception of Cancer Waiting Times which reported on February 2024). Assurance was received on the actions and mitigations in place to support the Trusts recovery of the standards as it moved through its Covid reset and recovery stages; the latest performance metrics are included within the Integrated Quality and Performance Report (IQPR) at agenda item 10.1.

In addition, the Committee received a deep dive against progress versus planning for 2023/24. In aggregate positive progress had been made and the Committee reviewed the progress against each of the objectives within the 2023/24 national priorities and Operational Planning Guidance. A snapshot

of the progress against each area is included below (noting that some of these figures were subject to final validation);

- Elective care (To eliminate waits of over 65 weeks for elective care by March 2024 (except where patients choose to wait longer or in specific specialties))– LTHT had delivered an improved position; due to Industrial Action throughout the year the target of zero had been revised to 300; the final year-end position was 348 with 13 patients waiting over 78 weeks.
- Urgent and emergency care (To improve A&E waiting times so that no less than 76% of patients are seen within 4 hours by March 2024) – Achieved, with 76.81% reported in March 2024.
- Urgent and emergency care (To reduce adult general and acute (G&A) bed occupancy to 92% or below) – LTHT had delivered an improved position with 96% delivered for 2023/24 (noting the original Plan was set at 99.49%).
- Cancer (To continue to reduce the number of patients waiting over 62 days) – LTHT had delivered an improved position and was forecast to close at 65% (noting this figure required validation).
- Cancer (To achieve the cancer faster diagnosis standard by March 2024 for 75% of patients) - Achieved with the February 2024 position reported at 74.7%, and the unvalidated March 2024 position at 76.5%.
- Diagnostics (To increase the percentage of patients that receive a diagnostic test within six weeks in line with the March 2025 ambition of 95%) – Achieved, with the March 2024 position reporting at 95.9%.
- Diagnostics (to deliver diagnostic activity levels that support plans to address elective and cancer backlogs and the diagnostic waiting time ambition) – Ongoing.