

Escalation and Assurance Report

Report from the: Finance, Business & Investment Committee

Date of meeting: 25 November 2021

Report to the: Board of Directors

For further information please see the Care Trust Integrated Governance Guide.

Key escalation and discussion points from the meeting

Alert:

No issues were noted that require further discussion or action.

Advise:

- The Committee received an update on the TWICS sustainability programme. Whilst a good framework is now established, the Committee raised concerns over the pace of delivery in relation to a number of the work-streams. The Committee noted the impact of management capacity given competing priorities and pressures. Further work planned in December is expected to accelerate activity. The Executive team have committed to provide clear milestones and actions, together with accountability for delivery. This will include phasing of the financial benefits as part of the 2022/23 financial plan.
- Out of area placements continue to be significantly adverse to the agreed forecast position. Various factors have meant there has been a lack of a discernible improvement in this position over the last 6 months. The Committee requested additional detail on the drivers of the variances to forecast, together with the actions required to improve the position. Whilst Out of Area placements feature in a couple of areas of the risk register, it was agreed that a separate risk would be captured in the risk register to allow monitoring of both quality and financial impacts and associated improvement actions.
- Following concerns raised around Data Quality in September around the quality of data at patient level, the Committee noted meetings that had taken place to discuss this subject. The Committee requested a clear activity plan to improve data quality across the Trust, together with accountability and governance of data in the Trust.
- The Committee noted construction delays in the ATU assessment unit. The Committee received confirmation that this did not incur any operational cost.

However, there is an impact to the go-live for the ATU Provider Collaborative (now expected to go live in April 2022).

Assure:

- The Committee reviewed the YTD financial position. The Trust has achieved the required breakeven position in Half 1. The October position has improved to a £1.4m surplus due to workforce supply and lead times for staff recruitment for the transformation programmes. The Committee noted that the expected breakeven position for the full year, for both the Trust and the System, includes forecast assumptions that provide for a level of flexibility on expenditure. Options are being reviewed around utilisation of any surplus funds covering colleague engagement, as well as costs to accelerate Estates and Technology priorities. Delegated authority from Board will be required to allow a subset of the FBIC to approve proposed expenditure.
- Following significant work and engagement across various stakeholders, the Committee approved a final draft of the Digital Strategy, ahead of Board approval. The committee requested a quarterly review of the milestones/action plan to allow tracking of progress on delivering the strategy.
- An update was reviewed in relation to the Green Plan and Estates strategy. The Committee noted good progress on both aspects. On the Estates strategy, the Committee noted work that was taking place to review the Community assets, both at Trust and System level.

Risks discussed:

- Risk 5 – To deliver a financially sustainable organisation

New risks identified:

- None identified

Report completed by: Maz Ahmed
2 December 2021