

Effective Oversight: Escalation and Assurance

Report to:	Board of Directors	Meeting date:	29.01.2025
Report from:	Finance & Performance Committee	Meeting date:	23.01.2025
Quorate?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Members present	Maz Ahmed (Chair/NED), Mark Rawcliffe (NED), Mike Woodhead		
In attendance	Other attendees Kelly Barker, Bob Champion, Shane Embleton, Theresa Fawcett, Nazmeen Khan, Therese Patten, Claire Risdon, Fran Stead, Tim Rycroft, Rachel Trawally		
Observers	Sarah Denton, Paul Hodgson		
Apologies	Philip Dunn		
Best Use of Resources	Theme 1: Financial sustainability		
	Theme 2: Our environment and workspaces		
	Theme 3: Giving back to our communities		
Best Quality Services	Theme 3 – Improving the experience of people using our services		
Agenda items	<ul style="list-style-type: none"> Trust Financial Performance. <ul style="list-style-type: none"> .1 Month 9 - Finance Report. .2 Quarterly Submission to NHS England. System Financial Performance. <ul style="list-style-type: none"> System Month 9 - Finance Report. Alert, Advise, Assure, Decision (AAAD): System Finance and Performance Committee. Annual Financial & Operational Plan (Draft) 2025 (3-year/medium term financial plan). Strategic Narrative Report. <ul style="list-style-type: none"> Strategic Performance Report. AAAD Organisational Sustainability Board. Digital Strategy. <ul style="list-style-type: none"> Risk Awareness & Mitigations. Digital Contract Extension. Estates Strategy update. <ul style="list-style-type: none"> Lynfield Mount Hospital Redevelopment & Project Board Terms of Reference. Strategic Risk Report. Confirmation of Escalation Reporting. 		
Alert items agreed by Committee	<ul style="list-style-type: none"> No items. 		
Advise items agreed by Committee	<ul style="list-style-type: none"> Ongoing challenge for the Trust on efficiency performance and delivery. It was acknowledged that the Trust will have more granular plans through the Programme Management Office support being mobilised. Discussion to take place at Board held in Private in support of a strategic approach to efficiencies. 		

	<ul style="list-style-type: none"> • A draft medium term financial plan was presented. • Ongoing work is taking place to finalise the future efficiency targets. 10 high-priority programmes have been identified for 2025/26. Supported by a five-year efficiency target. • Ongoing challenges with System & Place, financial performance, the Trust is continuing to proactively work with partners to understand performance, data, & alignment of strategy delivery. • Internal transformation work continuing in support of better alignment of innovation; improvement; digital; performance; planning. • Ongoing trends for operational performance were reported. 		
Assure items agreed by Committee	<ul style="list-style-type: none"> • A break-even financial position to be delivery for 2024/25 at the Trust. Work to take place to understand challenges associated with efficiency delivery in support of learning lessons for future year's delivery. • Lynfield Mount Hospital redevelopment – governance mobilised for the programme, with the strategic outline case progressing well. Enabling work continuing at site in support of the phase one of the redevelopment commencing later in 2025. 		
Decisions made by Committee	<p>Approved: Minutes of last meeting on November 2024.</p> <p>Approved: Proposed assurance rating (Performance Report).</p> <p>Approved: Strategic Risk report, assurance ratings remain as is.</p> <p>Approved: Quarterly submission to NHS England.</p>		
New risks identified by Committee	<ul style="list-style-type: none"> • Digital contract discussion (operational risk: confidential due to commerciality) 		
Feedback following discussion at 'parent' meeting			
Report completed by	Nazmeen Khan Corporate Governance Officer	Date	23.01.2025
On Behalf of Chair	Maz Ahmed (Chair)		