Agenda Item: 21b

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

Committee Chair's Assurance Report

Report to:	Board of Directors (in Public)
Date of meeting:	5 April 2022
Title of Report:	Assurance Report from the Finance and Activity Committee
Recommendation:	For assurance
Chair:	Graham Ward, Non-Executive Director
Purpose:	The report summarises the assurances received, approvals, recommendations and decisions made at the Trust's Finance and Activity Committee meeting on **23 March 2022.**
Background:	The Committee meets monthly and provides assurance on scheduled reports from all Trust operational committees with a finance and activity (including commissioning) brief.
Item for Escalation	**Divisional Presentation** The Committee received apologies from the Medicine division. Due to sickness within the Divisional Leadership Team the division will be presenting to a future Finance and Activity Committee meeting.
Item for Assurance	**Business Planning 2022/23** The Committee received an update report with regards the annual business planning process. The Committee was briefed on the draft submission that was made on the 17 March 2022 in line with the national planning timetable. This draft was made in advance of the final planning submission due on the 28 April 2022. The Committee was informed that the activity plan was compliant with the planning requirements and as such gave access to the baseline elective recovery fund (ERF). The Committee discussed the assumptions within the draft plan and recognised at the draft stage the Trust had reported a deficit plan against the national requirement of a breakeven plan. The Committee was also informed that the Trust's position formed part of a larger deficit plan submitted by the ICS. The Committee recognised the good progress that had been made and that additional work was ongoing, in advance of the final plan submission, both within the Trust and as part of the work being undertaken with ICS partner organisations. The Committee acknowledged that the final plan would be presented to the April meeting in advance of the final submission on 28 April 2022.
Item for Assurance	**New Hospital – Strategic Outline Case (SOC) and Financial Lessons Learned** The Committee received an update to the progress and timeframes of the development of the New Hospital SOC. The Committee was informed that the timeframe for completion of the SOC is June and

	is being scheduled to be taken through the appropriate internal governance routes. The Trust had received feedback from NHSE&I on the current draft of the SOC and the main area of focus was on the 'business as usual' position. The Trust had responded and was working through this as part of the SOC completion ahead of the June completion. As described at a previous meeting the Committee received a financial lessons learned report from the New Hospital Team. The Committee welcomed the report and was informed that the findings and learning points were being taken forward with the relevant individuals and teams.
Item for Assurance	**Modernising Our Hospital – Year 1 RAAC Business Case and National RAAC workstream.** The Committee received an update to the progress of the year 1 RAAC business case. This included updates to the Endoscopy Unit, the refurbishment of the decant wards and the status of the Emerson unit. The Committee was informed that limited progress could be reported on the national RAAC workstream. The final report was due to be ready at the end of March and the Committee would receive a timely update upon receipt of the report. The Committee also received the updates on the other major capital schemes including the MRI replacement programme. These two machines had been purchased with installation due in 2022/23. The Committee acknowledged the operational challenges of having aged scanners and reviewed the temporary scanning facilities that were in place. The Committee discussed the potential financial pressures from rising prices and inflationary pressures across many capital related items. The Committee recognised the tremendous effort of completing the significant capital programme across a wide range of services and functions.
Item for Escalation	**Estates Backlog Maintenance and Compliance** The Committee received a report detailing the backlog maintenance position as detailed within the current six facet survey report. The Committee noted that the total backlog maintenance figures included the significant amount of the works required to address the RAAC construction of the roof. The Committee was also informed that the values of the backlog maintenance related to the asset value only and not the cost to complete the works. The Committee welcomed the report and agreed that the connections to backlog maintenance, the RAAC roof position and the new hospital programme needed to be greater.

	The Committee agreed for onward consideration by the Board of Directors.
Item for Assurance	**Single Sign On Benefits Realisation Report** The Committee received a benefits realisation report of the single sign on project and discussed the successful implement of the project. Whilst the Committee agreed this was a good report and gave an overview of the success of the implementation the report needed strengthening in terms of benefits realisation. The Committee thanked all those involved in the project and recognised the successful implementation.
Items for Escalation	**Responsive Section of the IPR** **Urgent and Emergency Care Improvement Plan** **Elective Care Restoration and Improvement Plan** The Committee received the responsive section of the Integrated Performance Report and discussed this in the context of the urgent and emergency care improvement plan and the elective care restoration and improvement plan. The Committee was informed about the continued pressures within the urgent and emergency care pathways and the impact that continued high bed occupancy had with regards patient flow. The impact within the Emergency Department, the performance against the 4hour standard and ambulance handover processes was also described. The Committee was informed that plans were in place to re-patriate the surgical patients from the Day Surgery Unit to the main base wards to ensure the Trust could comply with the requirements of no patients waiting longer than 104 weeks at the end of March 2022. These plans were completed in March and the Committee recognised the efforts in achieving this. The Committee continued to raise concerns around the compliance against the DM01 diagnostic standard and challenge the interaction with regards insourcing and outsourcing arrangements, particularly in connection with but not limited to the replacement MRI programme. The Committee raised their concerns with regards stroke performance and the interaction with access and time spent within the hyper acute stroke unit or timely access to thrombolysis. The Committee agreed that a deep dive review would take place of the stroke pathway and the performance against the key stroke metrics. This would be reported through to the Quality Committee.
Item for Assurance	**Monthly Finance and Activity Report Month 11** The Committee received the monthly Finance Report for month 11. The income and expenditure position was reported as a surplus of £212k within the month. The Committee was briefed that the Trust's financial performance continued slightly ahead of plan to

	meet at least a breakeven position or a small surplus for the year 2021/22. The Committee noted that the cost improvement programme had delivered against the plan compared to the slight under delivery of the previous month. The Trust was still forecasting to deliver the annual CIP target of at least £6m. The Committee reviewed the capital expenditure position and noted the actual position remained behind the planned position. The additional details and elements within the capital reporting section of the report gave greater clarity on the capital position and the Committee recognised that a significant number of commitments, through the value of raised purchase orders, have been made. The Committee also noted the schemes described as rapid deployment that would be progressed as part of the month 12 capital programme closure process.
Item for Assurance	**Finance Improvement Programme including Cost Improvement Programme** The Committee received a report that described the progress to date with the 2022/23 CIP programme, including RAG ratings of workstreams. The Committee noted the progress since the previous month and that the majority of the programme had been developed. The Committee recognised that the remaining elements of the programme related to workforce initiatives and that those schemes were progressing through the programme governance processes. The Committee was informed that the recruitment processes for the internal term was underway with some success. The remaining gaps at programme manager level were being advertised again with temporary support in place whilst this was being completed. The Committee recognised the progress to date and that the programme was in a good position for delivery within 2022/23.
Item for Assurance	**Emergency Preparedness, Resilience and Response (EPRR) Annual Assurance** The Committee received the annual assurance report with regards Emergency Preparedness, Resilience and Response (EPRR). The Committee was informed that a detailed assessment supported the report and the EPRR plans were subject to an internal audit. The Committee agreed that a report would be useful at the mid-point of the year to support the annual assurance process.
Item for Assurance	**Annual Corporate Strategy Milestones S02 and SO4** The Committee received the Year 3 of the Corporate Strategy for strategic objectives SO2 and SO4. This included a change to executive director leads and reflected previous discussions at various internal forums. The Committee recommended that amendments to SO4 should be made in relation to better sharing and improvements with system partners.
Item for Assurance	**Significant Risk and BAF Report** The Committee received the significant risk register and the Board

	Assurance Framework Report for strategic objectives SO2 and SO4. The Committee agreed with the updates and the risks aligned to SO2 and SO4. The Committee requested that a review of the risks in relation to the ICS system finances be undertaken to better capture this risk.
Item for Assurance	**Committee Arrangements 2022/23** The Committee received a report describing the proposed changes to the Committee business and arrangements for 2022/23. This included a draft Terms of Reference that had been expanded to include some additional elements with regards health and safety, procurement and sustainability. The Committee agreed to the revised Terms of Reference for approval by the Board of Directors. The Committee was informed that a review of the forward planner would take place with the new acting chair of the Committee. This would happen in advance of the April meeting.
Risks to refer to risk register:	None identified but subject to the review of the ICS system finance risk.
Other items of business:	**Other items the Committee reviewed** The Committee recognised that this was G Ward's last meeting due to his appointment as Acting Chair of the Trust. The Committee recognised the work that had been completed over the past two years and for the progression the Committee had made under his chairing. The Committee then welcomed A Brown as acting chair of the Committee.

Attendees: G Ward – Non-Executive Director and Committee Chair
S Roberts – Non-Executive Director
I Mack – Non-Executive Director
A Brown – Vice Chair and Non-Executive Director
C Shaw – Chief Executive Officer
C Benham – Director of Finance
D Smith – Chief Operating Officer
C West-Burnham – Director of Strategy
L Lippmann - Deputy Director of Finance
S Jones – Director of Strategic Estates Projects
K Broome – Deputy Chief Operating Officer
L Skaife-Knight – Deputy Chief Executive Officer (part)
N Hunter – Associate Director of Estates and Facilities (part)
N Hall – Chief Digital and Information Officer (part)

L Preston – Board / Committee Administrator (minutes)

Apologies: A Walder – Governor Observer

Observers: Governors – E Corner and P Kunes (for A Walder and until 11:20am)