

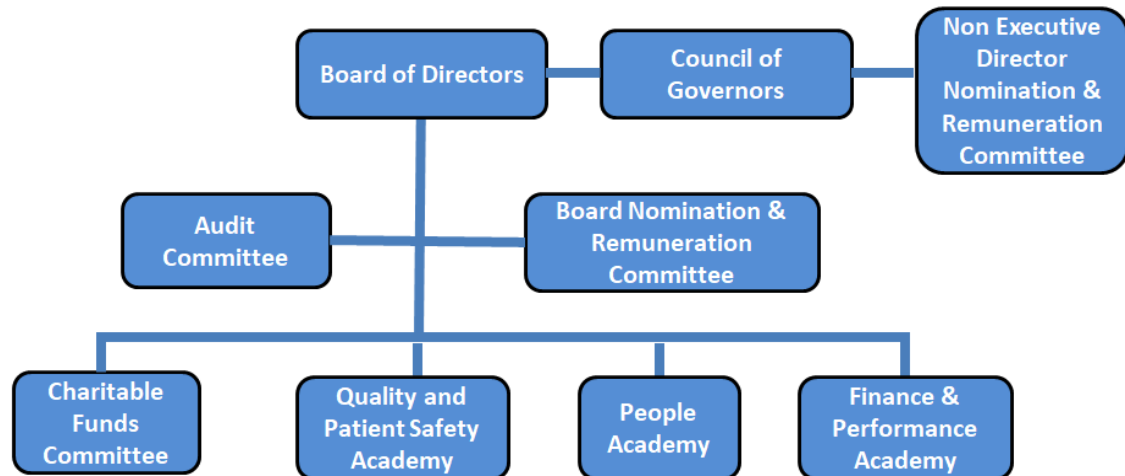
Finance & Performance (F&P) Academy Annual Report 2021/22

1. Introduction

Good practice requires that the Trust's Board of Directors ('the Board') should review the performance of its Committees/Academies annually to determine whether they have been effective, and whether further development work is required.

1.1 Board Governance Structure

The current governance structure is outlined below:



During 2021/22, the Trust has continued to embed its Academy governance model, which was developed and introduced in the latter half of 2020/21. Academies were introduced to focus on learning, improvement and assurance in relation to quality and patient safety; people; and finance and performance. The Terms of Reference and work plans were approved in March 2021.

A Regulation & Assurance (R&A) Committee was also introduced as an interim measure during 2020, to mitigate the governance risks at a time when we were unable to have regular Board and Committee meetings due to the pressure of the pandemic, and it was subsequently included in the revised governance structure. As we resumed "normal business" with a full suite of Academies and Board meetings, it was agreed to disestablish the R&A Committee and revert to using the Board as the cornerstone of our governance model with a clear line of sight to academies responsible for learning, improvement and assurance. As they were now reporting directly to the Board rather than the R&A Committee, it was agreed that all academies would be chaired by a Non Executive Director (although it should be noted that the F&P Academy was chaired by a NED throughout). This change was implemented from September 2021.

1.2 Scope of this Annual Report

This annual report incorporates a summary of the activities of the F&P Academy in respect of 2021/22. The period reported on is from **April 2021 to March 2022**.

2. F&P Academy Terms of Reference

As noted above, since September 2021 the F&P Academy has reported directly to the Board.

The Terms of Reference of the Academy were last reviewed and approved by the Board of Directors in September 2021 and are attached at Appendix 1.

2.1 The role of the F&P Academy

The purpose of the Academy is to seek assurance, learn and drive improvement in relation to all aspects of finance and performance within the Trust.

2.2 Reporting requirements

It is the duty of the Academy Chair to report to the Board on the Academy's activities on a timely basis.

Reports from the Academy Chair are presented at the public meetings of the Board of Directors. These reports highlight the key items discussed and draw attention to any issues that require disclosure, or may require executive action.

The minutes from meetings of the Academy are also presented to the Board once approved, for information and assurance.

The Academy is also required to present to the Board an annual report summarising the Academy's activities and the assurance received and provided, and outlining its work plan for the future year. This report will be presented to the Board in July 2022.

The Chair of the Academy is satisfied that the Academy fully complied with its reporting requirements during and in respect of 2021/22.

3. Membership and attendance record during and in respect of 2021/22

During 2021/22 the Academy met 10 times. In January 2022, due to operational pressures being experienced at the time and in line with the 'reducing burden' guidance received from NHS England and Improvement, the Academy held a briefing meeting with a shortened agenda.

Membership and attendance is recorded in the table below.

Name	Job Title	28/04	26/05	30/06	28/07	29/09	27/10	24/11	26/01	23/02	30/03	Total
Julie Lawreniuk	Chair / Non-Executive Director	1	0	1	1	1	1	1	1	1	1	9/10
Karen Walker	Non-Executive Director	1	1	1	0	1	1	1	1	1	1	9/10
Janet Hirst	Non-Executive Director	N/A	N/A	N/A	N/A	1	1	1	1	1	1	6/6
Mohammed Hussain	Non-Executive Director	1	1	1	0	1	1	1	1	1	1	9/10
Matthew Horner	Director of Finance	1	1	0	1	0	1	1	1	1	1	8/10
Sajid Azeb	Chief Operating Officer/Deputy CEO	1	1	1	1	1	1	1	1	0	1	9/10
Carl Stephenson	Associate Director of Performance	1	1	1	1	1	0	1	N/A	1	1	8/9
Chris Smith	Deputy Director of Finance	1	1	1	1	1	1	1	1	1	1	10/10
Michael Quinlan	Deputy Director of Finance	1	1	1	0	0	1	0	1	1	1	7/10
Tim Gold	Director of Operations, Unplanned Care	1	1	1	0	1	0	1	N/A	0	1	6/9

Name	Job Title	28/04	26/05	30/06	28/07	29/09	27/10	24/11	26/01	23/02	30/03	Total
Chris Danson	Director of Transformation	1	1	1	0	1	1	1	N/A	1	1	8/9
James Taylor	Director of Operations, Planned Care	1	1	1	1	1	0	0	N/A	0	1	6/9
John Bolton	Ops Medical Director & Deputy Chief Medical Officer	1	1	1	1	1	1	0	N/A	0	0	6/9
Nadine Boczkowski	Head of Business Intelligence	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1/1
Neil Scott	Head of Business Intelligence	N/A	N/A	N/A	N/A	N/A	N/A	1	N/A	0	0	1/3

Meetings are also attended by the Director of Strategy & Integration and Associate Director of Corporate Governance/Board Secretary. Other members of staff are invited to attend meetings when appropriate to discuss specific matters related to their roles, for example members of the Act as One team.

4. Summary of the work of the Academy during and in respect of 2021/22

4.1 Performance

Performance report - at each meeting the Academy has received and discussed in detail the Operational Highlight Report and Performance Report, which provide assurances in relation to performance against key national and contractual indicators, and the action being taken to improve and address areas of underperformance.

Performance Improvement Plan - the Academy updates on the development of the Trust's Operational Improvement Plan which would be delivered throughout the remainder of 2021/22 and into 2022/23.

There are three approaches to the delivery of the plan, outlined as:

- Business as usual (operational delivery)
- Proactive performance management (tactical response)
- Transformation (strategic response)

It was agreed that the Academy would receive a deep dive into one of the three following areas at each meeting:

- Urgent and emergency care,
- Planned care,
- Cancer care.

The discussions are based on the delivery of the ten key standards that underpin the three areas listed above, to provide assurance to the Academy on progress.

During 2021/22 the Academy received deep dives in relation to urgent and emergency care in November, and Planned care (RTT) in March. The programme of deep dives was paused in January and February due to the impact of the Omicron variant.

Winter Planning - the contents of the winter plan for 2021/22 were presented which highlighted that, in line with national and local system requirements, the Trust had developed the winter operational plan with five key lines of enquiry:

- Modelling had been undertaken to understand expected COVID-19 demand throughout the winter months. Elective activity and re-start capacity would be ring-fenced to allow for continuity of activity.

- A review of the Trust's bed capacity had been undertaken.
- A review of all clinical and non-clinical rotas had been undertaken to understand the workforce model. This included a consideration of sickness absence.
- There would be a focus on the exit flow of patients through the increase of Same Day Emergency Care and admission avoidance schemes, alongside efforts to reduce the long length of stay patients.
- The winter plan would include a consideration of other external events such as COVID-19, the respiratory syncytial virus, and adverse weather.

Royal College of Emergency Medicine (RCEM) Winter Flow Project 2020/21 Final Report - the RCEM report was presented, which provided a short retrospective annual "snapshot", based on data from a sample of trusts throughout the country, to understand Winter pressures in acute care. It provided assurance that BTHFT performed well compared to other trusts, for example the overall average performance for the Four-Hour Standard was 74.85%, whereas BTHFT achieved 85%.

NHSE/I Core Standards Self-Assessment Submission - the Board agreed to provide the Academy with delegated authority for the approval of the Trust's self-assessment against NHSE/I Emergency Preparedness, Resilience and Response (EPRR) Core Standards, for submission to NHSE/I on 29 October 2021.

The Trust was able to demonstrate compliance with 46 of the 48 standards, allowing a declaration of substantial compliance. One area of partial compliance relates to CBRN training, which was delayed due to Covid-19. There are now training sessions being held monthly and the target is to train 75% of staff by December 2022. The other area relates to full site evacuation and work is underway within the region for a full site plan.

The Academy approved the Trust's EPRR Core Standards Self-Assessment. The Chief Operating Officer signed this on behalf of the Trust in readiness for submission on 29 October 2021.

Cerner MBI - the Academy received an update in relation to the actions being taken to address the data quality issues which had arisen following the implementation of a new EPR system (Cerner Millennium).

4.2 Finance

Finance report – the Academy has received assurance as to the Trust's financial position at each meeting, as well as regular updates on the capital position and the actions being taken to address any underspends.

As well as updates relating to the Trust, assurance has also been provided in relation to the financial position of the Bradford District & Craven Place, WYAAT and the West Yorkshire ICS.

Six monthly updates have also been provided in relation to the Trust's pathology joint venture, which made £1m profit in 2020/21.

Finance Improvement Plan - the Academy received a detailed presentation on the financial improvement plan for 2022/23 which highlighted the focus on financial sustainability and stability, and the approach of the finance and other corporate teams taking a 'business partner' role to support CBUs to make improvements. Financial assurance and performance reporting arrangements will be developed alongside the appropriate governance arrangements to support the delivery of the plan.

Treasury Management – the Academy has received 6 monthly updates and assurance in relation to the Trust's cash flow position and performance.

Budget Setting Process and Timetable - an update was provided on the budget setting process for 2022/23. Following the step down of budget setting activities to allow operational colleagues to focus on the Omicron variant, it was expected that discussions would re-commence with CBU budget holders in February 2022, and therefore it would be difficult to finalise CBU budgets in time for the submission of the draft plan on 17 March. As the CBU budget setting process would not be finalised in time for the submission of the draft plan, a Trust 'top down' plan was developed using intelligence from the run rates, known investments and any approved proposals/business cases.

The final financial and operational planning submissions were subsequently approved by the Board on 14 April 2022.

Procurement - the Academy received the initial draft of the Procurement Strategy in November 2021, and the second iteration was presented in March 2022, following comprehensive engagement with a wide range of stakeholders. The Academy was supportive of the Strategy on the basis that the Procurement Oversight Group would consider further some of the issues raised within the Strategy, so that the Trust's position could be agreed through the Academy and Board.

4.3 Act as One

The Act as One Programme Directors have attended three meetings during the year to provide an update on the Act as One Programmes, the progress being made and the impact and outcomes.

4.4 Risk

Strategic / High Level Risk – up to October 2021, the Academy reviewed all risks within its remit which were included on the Strategic Risk Register at each meeting. Following the introduction of a revised escalation process in November 2021, the Academy has reviewed all risks within its remit scoring 15 and above, alongside an overview of the Executive Team's discussion in relation to the risks and any issues raised. The Academy has sought assurance that the risks are being managed appropriately and that the risks recorded are appropriate in the context of the information being presented.

4.5 Governance

Operational and Financial Plan - in April 2021 the Academy received an overview of the 2021/22 Operational and Financial Plan, which covered the first six months of the year. In October, the Academy was provided with an overview of the submission covering the second half of the year, and the H2 financial plan was approved by the Academy in January 2022, on behalf of the Board.

An overview of planning for 2022/23 was presented in February and March 2022, where it was noted that final plans would be approved by the Board.

Internal Audit Plan – the Academy has received details of the internal audit plan for the year, to provide assurance that the coverage of the plan was appropriate in terms of finance and performance related audits.

Work plan – the Academy reviews its work plan and each meeting and agrees any changes as appropriate. During the year, the items relating to Estates & Facilities were removed. This was further to a recommendation from the Executive Team that the new quarterly EFM services report should be presented to the Quality & Patient Safety Academy, with reports to the other academies by exception. It was confirmed that any financial efficiencies associated with EFM improvements would be seen through the usual financial reporting.

Effectiveness Review – an interim effectiveness review was undertaken in July 2021. Academy members were asked to consider the following - is the membership appropriate, what works well, what could be improved and any other feedback. Four responses were received. The two key points noted from the feedback were the importance of learning and improvement and the need for more interaction with the Non-Executive Directors around financial issues.

The Academy also considered its effectiveness in May 2022 and feedback was sought at the meeting using the Mentimeter platform. The outcomes of this, and proposed amendments to the Terms of Reference will be considered at the Academy meeting in June 2022.

5. Conclusion

The Academy believes that during 2021/22 it took reasonable steps to perform its duties as delegated by the Board and specified in its terms of reference. The Academy has reviewed all relevant items in line with its Terms of Reference and work plan.

Julie Lawreniuk
Non Executive Director and Chair of the Finance & Performance Academy

May 2022

**Finance & Performance Academy
Terms of Reference**

Purpose	To seek assurance, learn and drive improvement in relation to all aspects of finance and performance within the Trust.
Responsible to	Board of Directors
Delegated authority	<p>The Academy is authorised to investigate any activity within its terms of reference. It is further authorised to seek any information it requires from any employee of the Trust and invite them to attend the Academy to contribute to a discussion or to enable the 'lived experience' to be captured as part of the debate.</p> <p>The Academy may make a request to the executive management team for legal or independent professional advice. The Academy may request the attendance of external advisers with relevant experience and expertise if it considers this necessary to either contribute to an agenda item or to run development sessions for its members.</p>
Duties	<p>Assurance:</p> <ul style="list-style-type: none"> • To receive and review the Strategic Risks (with a risk score of 12 or more) or any other risks identified or being managed by the Trust allocated to it by the Board of Directors, monitoring progress made in mitigating those risks, identifying any areas where additional assurance is required, and escalating to the Trust Board as agreed by the Academy. • Oversight and scrutiny of the development and maintenance of the Foundation Trust's medium- and long-term financial strategy. • Oversight and scrutiny of the development and delivery of the Foundation Trust's annual plan and integrated business plan. • Review and monitor financial plans and their link to operational performance. • Oversight and scrutiny of financial risk evaluation, measurement, and management. • Oversight and scrutiny of the risks and assurance associated with the impact of financial and performance pressures on the quality of care. • Scrutiny and approval of business cases (within delegated limits). • Oversight of the Capital Programme. • Review the performance of the Foundation Trust in achieving National Standards, Contractual Indicators (National and Local) and Trust-defined indicators. • Receive, consider and approve the annual reference cost submission ensuring appropriate application of costing methodologies. • Approve and keep under review the Foundation Trust's investment policy in relation to treasury management (to include cash investments and all other elements of working capital). • Make recommendations to the Audit Committee concerning the

	<p>annual programme of Internal Audit work and work with the Audit Committee to ensure effective scrutiny of the risks and systems of internal control related to finance and performance matters.</p> <ul style="list-style-type: none"> • Consideration of relevant internal audit reports. • Oversight of the Pathology Joint Venture Board. • Oversight of the Trust's procurement activity (also relevant to the Learning and Improvement aspects of the Academy). • In reviewing the assurances received, the Academy will take into consideration the quality of data presented and any associated issues.
	<p>Learning:</p> <ul style="list-style-type: none"> • Review the Trust's position in line with benchmarking data including GIRFT, WYAAT and ICS data, and identify areas of learning. • Review and consider the latest innovations both nationally and internationally and identify any relevant learning for the Trust. • Consider learning from other sectors and industries, outside of the NHS. • Consider the relative strengths, weaknesses, limitations and opportunities in relation to CBUs and ensure that opportunities for learning and improvement are disseminated appropriately.
	<p>Improvement:</p> <ul style="list-style-type: none"> • Review and monitor the performance of the Bradford Improvement Programme. • Consideration of performance/finance impact assessments. • Review programme updates from WYAAT and the ICS to ensure that any related improvements are exploited within the Trust.
Sub-Groups	<p>Pathology Joint Venture Board Capital Strategy Group</p>
Chairing arrangements	<p>The Academy will be chaired by a Non Executive Director. In the absence of the Chair, the Deputy Chair (who is also a Non Executive Director) will act as Chair.</p>
Membership	<ul style="list-style-type: none"> • Chief Operating Officer • Director of Finance • Up to four Non Executive Directors (including the Chair and Deputy Chair) • Deputy Directors of Finance • Associate Director of Performance • Medical Director of Operations • Directors of Operations (Planned and Unplanned Care) • Director of Transformation

	<ul style="list-style-type: none"> • Head of Business Intelligence
In attendance	<ul style="list-style-type: none"> • Associate Director of Corporate Governance/Board Secretary • Head of Corporate Governance • The Academy may invite other employees or external advisors to attend as appropriate • Any non-member NED
Secretary	Secretarial support will be provided by the Executive Assistant or PA to the Director of Finance/Chief Operating Officer.
Quorum	A minimum of five members, including the Chair or Deputy Chair and at least one Executive Director.
Frequency of meetings	<p>Monthly (except August and December)</p> <p>At the request of the Chair, the Committee may hold meetings by telephone, video link or by email exchange. Normal rules relating to quoracy will apply to such meetings. These meetings will be deemed as standard meetings of the Committee.</p>
Circulation of papers	Papers will be distributed a minimum of three clear working days in advance of the meeting.
Reporting	The Chair of the Academy is responsible for reporting to the Trust Board on those matters covered by these terms of reference through a regular written report. The minutes of the Academy shall also be submitted to the Trust Board for information and assurance. The Chair of the Academy shall draw to the attention of the Trust Board any issues that require disclosure, or may require executive action. The Academy will present a written annual report to the Trust Board summarising the work carried out during the financial year and outlining its work plan for the future year.
Date agreed by the Academy:	28 July 2021
Date approved by the Trust Board:	23 September 2021
Review date:	March 2022