

**FINANCE AND PERFORMANCE ACADEMY
MINUTES, ACTIONS & DECISIONS**

Date:	26 October 2022	Time:	08:30 -10:30
Venue:	Microsoft Teams Meeting	Chair:	Ms Julie Lawreniuk, Non-Executive Director
Present:	<ul style="list-style-type: none"> - Ms Julie Lawreniuk, Non-Executive Director (JL) - Sajid Azeb, Chief Operating Officer & Deputy Chief Executive (SA) - Mr Matthew Horner, Director of Finance (MH) - Mohammed Hussain, Non-Executive Director (MHu) - Shaun Milburn, Deputy Director of Operations (SM) - Sarah Freeman, Director of Nursing (SF) - Mr Michael Quinlan, Deputy Director of Finance (MQ) - Terri Saunderson, Director of Operations (TS) until 09:30 - Carl Stephenson, Associate Director (CS) 		
In Attendance:	<ul style="list-style-type: none"> - Laura Parsons, Board Secretary/Associate Director of Corporate Governance (LP) - Katie Shepherd, Corporate Governance Manager (KS) - Khalid Choudhry, Governor (KC) - Ruth Dunlop, NED Insight Placement (RD) - Tabitha Lawreniuk, Personal Business Manager as secretariat (TL) 		

No.		Action
FA.10.22.1	Apologies for Absence	
	<ul style="list-style-type: none"> - Mr James Taylor, Deputy Chief Operating Officer (JT) - Ms Rachael Waddington, Deputy Director of Operations (RW) - Ms Karen Walker, Non-Executive Director (KW) - Prof Janet Hirst, Non-Executive Director (JHi) - Mr John Holden, Director of Strategy and Integration (JH) - Mr Chris Smith, Deputy Director of Finance (CS) 	
FA.10.22.2	Declaration of Interest	
	There were no declarations of interest.	
FA.10.22.3	Minutes of the Meeting Held on the 28 September 2022	
	The minutes of the meeting held on the 28 September 2022 were accepted as an accurate record of the meeting.	
FA.10.22.4	Matters Arising	
	<p>The Academy reviewed the action log. The following actions were discussed and closed:</p> <ul style="list-style-type: none"> • <u>FA220019 – Performance Improvement Plan – Urgent & Emergency Care</u>: MHu would raise the issue around who can prescribe the flow of prescriptions to pharmacy at the Quality & Patient Safety meeting after F&P. Action complete. 	

	<ul style="list-style-type: none"> • <u>FA220021 – Draft Budgetary Management Framework</u>: It was agreed this could be approved in the interim subject to the additional work that needs to be completed and this has been confirmed as approved. Action complete. • <u>FA220017 – Financial Improvement Plan</u>: It was agreed a CBU would be selected to attend a future meeting to discuss approach towards improvement, however this has been superseded by a conversation with other Academy Chairs. Action complete. 	
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	Assurance	
FA.10.22.5	Finance and Performance Academy Workplan	
	The Academy received the work plan of activity for the current year and LP advised there was nothing in particular to note.	
FA.10.22.6	Finance and Performance Academy Dashboard	
	The Academy received the Academy dashboard. The metrics that required further discussion would be discussed at relevant points throughout the meeting.	
FA.10.22.7	High Level Risks Relevant to the Academy (to include the Board Assurance Framework)	
	<p>A discussion took place in relation to the new risk “Limited Access to the Gastro Olympus ERCP Stacks” and it was noted that this risk is expected to be mitigated by the end of October as the replacement stacks have been ordered and are expected to be delivered by 31 October 2022.</p> <p>LP also introduced the Board Assurance Framework which was noted by the Academy. MH would liaise with LP with relation to financial risks and consider whether the wording should be reframed to include reference to the risks going into 2023/24.</p>	Director of Finance
	Learning and Improvement	
FA.10.22.8	Finance Improvement Plan	
	MH noted that the details of the finance improvement plan would be picked up through the finance items later in the agenda and there was nothing in particular to highlight at this point.	
FA.10.22.9	Performance Improvement Plan – RTT	
	<p>SA gave an overview of the presentation which had been shared with Academy members and provided a high level summary of the quarterly RTT update. He highlighted the following:</p> <ul style="list-style-type: none"> • The overall aim is to be in the top quartile nationally across each key performance indicator by April 2023. • The improvement plan was currently RAG rated at ‘amber’ due to not meeting the target of 83% 18-week RTT standard by September 	

	<p>2022. The current achievement was at around 71%, however the Trust did remain in the upper quartile nationally in relation to this.</p> <ul style="list-style-type: none"> • There are 16 areas of focus within three areas: transformation, proactive performance, and business as usual, and the presentation detailed progress against each of the focus areas. • TS noted that whilst the Virtual Royal Infirmary (VRI) programme was progressing well, she was yet unsure if this would meet the usage target of 25% due to the system not meeting the needs of all pathways. • The 'Business as Usual' work stream was rag rated as 'green' with all five key areas of focus on track as planned. • Elective ordinary spells were at 84% against a target of delivering 110% activity against 2019/20 levels and work was ongoing to address this. • The Trust now has zero patients on the +104 week wait list, and whilst good progress is being made on the 78 week wait position, it was recognised there was a need to also focus on those patients waiting beyond 52 weeks so they do not 'tip' into the 78 week category. <p>MHu recognised the limitations of the VRI for some of the population due to issues such as lack of digital access and language barriers, and queried what was being done to address this. TS advised that work was ongoing with Helen Farmer to enhance the equality aspects and increase access for the population to the VRI.</p> <p>SF recognised the desire of the teams to work as one, and push themselves to the limits to meet the recovery targets so as to meet the needs of the population.</p> <p>The Academy noted the presentation.</p>	
	Performance	
FA.10.22.10	Operational Performance Highlight Report	
	<p>CS introduced the operational performance highlight report and noted the following key points:</p> <ul style="list-style-type: none"> • Covid numbers were rising but there were very few inpatients due to Covid and instead most Covid-positive patients were 'Covid-incidental'. • Demand remains high across all areas, particularly in GP fast-track referrals and A&E attendances. • 78 week waits were being reviewed by specialities to identify any specific challenges in those services and working with them to create capacity where required. • In relation to diagnostics, obstetric ultrasound demand is exceeding forecasts but additional sessions are being used to mitigate this and a longer term plan is being developed by the department. • Forecasting just short of the 93% target for cancer two week waits and hoping to end October in a stronger position than that reflected within the report. MHu congratulated the team recognising that a 	

	<p>number of Trusts had not met the 93% cancer two week cancer wait target within the last three years so the progress made by the Trust was extremely positive and worthy of recognition.</p> <ul style="list-style-type: none"> • Cancer 62 day first treatment was forecasted to end at 84.51% in October which is just below the 85% target, but the Trust remained in the upper quartile and above the National average. • Ambulance handovers remains a high priority and the Trust continues to work with YAS to improve handover performance. • 21 day length of stay patients has increased and when reviewing these additional patients, they are complex patients requiring hospital admittance rather than staying in hospital due to social care delays. <p>The Academy noted the report.</p>	
FA.10.22.11	Performance Report	
	It was noted that this was covered as part of the Operational Performance Highlight Report.	
FA.10.22.12	Winter Planning	
	<p>SA recognised that there had been a detailed session on the Winter Operational Response Plan at the Board Development Session, and he had nothing further to add other than to note that he was attending a Winter Improvement Collaborative session in London on Tuesday 1st November on behalf of the Trust. The Winter Plan would continually be reviewed in response to the challenges faced by the Trust and in the event that further national correspondence is received that needs to be acted upon.</p> <p>JL queried the biggest risk to delivery of the plan, and SA believed this to be workforce due to the likely increase in service demand, and current day to day challenges of maintaining bed occupancy levels. It was noted there was an overall risk on the risk register in relation to the possible impact of winter pressures on delivery.</p> <p>The Academy noted the presentation.</p>	
FA.10.22.13	Emergency Preparedness Resilience & Response (EPRR) Submission	
	<p>SA introduced the paper which sought Academy approval of the submission to NHS England recognising that this had been discussed at Board previously. He noted that the Trust can declare Full Compliance, Substantial, Partial or Non-compliance and having undertaken a self-assessment, BTHFT will be reporting a 'Substantially Compliant' position by 28th October 2022 (NHSE's statement of compliance deadline), with a minimum of 59 out of the 64 standards being identified as fully compliant. Reporting as Substantially Compliant is expected due to the new and updated standards that have now been introduced.</p> <p>The Academy approved the submission on behalf of the Board.</p>	

	Finance	
FA.10.22.14	Monthly Finance Report	
	The paper was taken as read and noted by the Academy.	
FA.10.22.15	Bradford Place and ICS System Financial Update	
	This was deferred to the next Academy meeting.	
FA.10.22.16	Capital Update	
	<p>MQ introduced the capital update and noted the following key points:</p> <ul style="list-style-type: none"> • Currently a significant £5.5m underspend against plan which is mainly a result of the 21/22 capital slippage not being spent. • Forecast capital spend is £23.8m which is £10.5m less than plan. • The executive team agreed to invest in four capital schemes to a value of £6.3m to utilise the capital allocation provided by WYH ICS but due to delays in some of the schemes the Trust will report a £3.3m underspend against this budget • We are still under a 'use it or lose it' regime so have developed a plan B for alternative capital projects at a total value of £9.8m which has been approved at the executive team meeting • There are a number of key risks to the capital programme including deliverability of individual schemes and inflationary cost increases. <p>The update was noted by the Academy.</p>	
FA.10.22.17	Contract Update	
	The paper was taken as read and noted by the Academy.	
FA.10.22.18	Pathology Joint Venture – Finance Position	
	<p>The paper was taken as read although MH highlighted that the finance position for the pathology joint venture was a profit of £0.5m which is on plan.</p> <p>The Academy noted the report.</p>	
FA.10.22.19	Service Development Post Implementation Reviews	
	This was deferred to the next Academy meeting.	
FA.10.22.20	WYAAT/ICS Programme Updates	
	The paper was taken as read and noted by the Academy.	
FA.10.22.21	Financial Outlook	
	MH introduced the financial outlook report and noted the following key	

	<p>points:</p> <ul style="list-style-type: none"> • Ended 2021/22 with £1.4m surplus. To deliver breakeven for 2022/23 there was an efficiency target of £27.9m. • At month 6, the underlying surplus is £1.1m but reporting a breakeven position. • The underlying surplus in Half 1 is projected to turn into an underlying deficit in Half 2, and the exit run rate is forecast to be a deficit of £1.1m per month which poses significant challenges for 2023/24. • The annual plan required CSUs and corporate departments to deliver £8.5m of run rate improvements in Half 2 including a £5.3m recurrent run rate improvement in Q4, however, to date the spending departments have only identified £0.8m of recurrent financial efficiencies. • Without remedial measures, the Trust is likely to enter 2023/24 with an opening £11m run rate deficit. The Trust must manage down the exit run rate deficit and identify improvement opportunities recurrently in Half 2 of 2022/23. • There are a number of potential mitigations but the highest cost saving opportunity is to repatriate work back in house as out sourcing is significantly more expensive than doing so internally. • Up to Month 6, the Planning Committee has approved 24 business cases with an annualised cost value of £2.7m and there is no further central funding for business cases unless they are addressing severe risks to service. • There is a need to understand our core business and contractual obligations as there may be certain activities that need to be curtailed or stopped. <p>MHu noted that it would be helpful to understand our performance in comparison with the ICS. MH confirmed that until now, all Trusts have reported breakeven positions but a number are now highlighting risks to delivering their plans and a discussion will be held at Place to identify how Places and Organisations can support each other. MHu also queried the risk of industrial action to financial performance, and MH advised he did not anticipate significant financial impact but recognised the risk of the operational impact.</p> <p>The Academy noted the report.</p>	
FA.10.22.22	Any Other Business	
	There were no other items of business.	
FA.10.22.23	Matters to Share with Other Academies	
	MHu advised that Paul Rice was due to present a Digital Update at the Quality Academy later in the day and given that a number of risks to the capital programme were in relation to digital he would make mention to these at the meeting.	

FA.10.22.24	Matters to Escalate to Board	
	There were no matters to escalate to the Board.	
FA.10.22.25	Date and Time of Next Meeting	
	30 November 2022, 08:30-10:30	

**BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST
ACTIONS FROM THE FINANCE AND PERFORMANCE ACADEMY – 26 October 2022**

Action ID	Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
FA220020	28 Sept 2022	FA.9.22.12	Monthly Finance Report JL thanked MH for the detailed update and asked if the Academy could have a look at the proposed pack to understand it from an improvement perspective and what scope it offers.	Matthew Horner, Director of Finance	November 2022	26/10/22: Work in progress so not yet available, to remain open. 22/11/22: Draft template will be shared under Matters Arising/Financial improvement. <u>Action closed.</u>
FA220022	26 October 2022	FA.10.22.7	High Level Risks Relevant to the Academy (to include the Board Assurance Framework) It was agreed that MH would liaise with LP with relation to financial risks and consider whether the wording should be reframed to include reference to the risks going into 2023/24.	Matthew Horner, Director of Finance	November 2022	22/11/22: BAF and strategic risks have been updated to capture the medium term financial risk with the business planning round for 2023/24 providing the key mitigation. <u>Action closed.</u>
FA220018	27 July 2022	FA.22.7.13	Prioritising Learning Disability Patients Following a request from the Chair, it was agreed that a more detailed analysis would be provided to a future Academy on progress against the workstreams and transformational activity undertaken relating to the prioritisation of patients with learning disabilities. James Taylor would determine a date that this would be appropriate to be presented.	James Taylor, Deputy Chief Operating Officer	February 2023	SA confirmed that the waiting analysis has been completed but the reports need to be run over the coming months to present the outcome of the data.
FA220022						