

Finance, Performance and Workforce Committee

Committee Chair Report for Board Meeting on 30th January 2025

The Finance, Performance and Workforce Committee ('the Committee') met on 28th November 2024. The following is a summary of the areas considered at the meeting to update the Board. The formal record of the meeting remains the approved minutes.

1. Summary of areas considered

Standing Reports

1) Unallocated Childcare Cases Report

The Committee noted the Unallocated Childcare Cases Report from the Director of Children & Young People's Service and acknowledged the current pressures and high referral activity into the service including LAC (looked after children) referrals. Members recognised the operational challenges including the availability and recruitment of social workers across CYPS (particularly within the Family Intervention and Looked After Children's Teams), inadequate regional workforce supply and increasing demand for services. The Committee noted that, at the week ended 31 October 2024, the total number of weekly unallocated cases stood at 249 comprising Gateway cases – 41, Family Support Cases – 42 and Disability Cases – 166. This represents a 25% increase vis a vis the total number of weekly unallocated cases at 31st July 2024 (198 cases).

Members noted the assurances from the Director in relation to the mitigations in place across all teams to reduce risk and strengthen systems of governance including the proactive monitoring and prioritisation of Unallocated Gateway Cases. Whilst the total number of Unallocated Disability Cases remains high at 166, many are already known to Autism Services with active involvement and intervention plans. The Committee was also pleased to note that there are no unallocated Child Protection Cases.

Consolidated Reporting

2) Consolidated Performance, Finance & Workforce Report

The Committee considered the Consolidated Performance, Finance and Workforce Report (as at October 2024) together with a presentation on Trust Performance. This Report comprises a comprehensive overview of performance of the Finance, Performance and HROD Directorates in one consolidated report. Areas reviewed included:

- Status of Financial Performance Targets at October 24 (see below)
- Service Delivery Plan Performance (see below)
- Overview of key performance areas
- Update on Strategic Outcomes Framework/ System Oversight Measures (see below)
- Workforce Information Dashboards

Members were informed that the integrated nature of reporting to the Committee will evolve over time given that the Trust is preparing for the implementation of Encompass in May 2025 and for EPIC and Equip late 2025.

Finance Reporting

Members noted the key points from the Assistant Director's presentation on Month 7 Finance Report (at October 2024) including the following Financial Performance Targets:

- i. In relation to Achieving Financial Plan in 2024/25, the Trust reported a net surplus of £165k at month 7 against the control total of c£1m. Following the mid-year review and based on the reforecast of spend for 2024/25, it is anticipated at this juncture that the Trust will achieve breakeven by year-end. The Budget 2024/25 reflects expected Savings totalling £22m and total DoH Deficit Funding Support of c£37.6m and £1m recurrent growth funding.
- ii. In relation to Achieving 2024/25 Savings Target – total savings target of £22m, the Trust underachieved its month 7 savings target by £153k – target at month 7 was c£7.65m – actual savings achieved amounted to c£7.5m.
- iii. In relation to Achieving Capital Resource Limit Break-even Outturn, the Trust is on target to spend the total capital allocation

of £31.8m by year-end, having spent £8.5m capital as at month 7 (October 2024).

- iv. In relation to Prompt Payment Target – 95% of suppliers within 30 days, the Trust has achieved prompt payment performance of 97.3% as at October 24.

SDP Performance etc

Key points to note:

Strategic Outcome Framework / Systems Oversight Measures

Members noted that 2023/24 Service Delivery Plan trajectories have been rolled forward into 2024/25 pending the establishment of monitoring and reporting arrangements for the new Strategic Outcome Framework and Systems Oversight Measures which have not yet been finalised between the Trusts and the Regional Strategic Planning and Performance Group (SPPG).

The Committee also noted that the development of monitoring against new metrics will be aligned to data reporting processes from the Encompass System which is scheduled to go live in May 2025. This is likely to lead to gaps in reporting during 2024/25.

Service Delivery Plan Performance 2024/25

The Committee noted the improvement in the Trust's performance relating to the 69 individual service metrics on track / partially on track (against pre-pandemic service levels) for the cumulative position April 2024 to September 2024 (or most up to date position available)(58%) vis a vis the quarter 1 position as at June 2024 (55%).

Members noted that the key performance challenges remain broadly unchanged including unscheduled care pressures, workforce capacity issues (recruitment and retention), growth in service demand, patient flow constraints, financial pressures, ageing estate / infrastructure and management of infection prevention and control.

The Committee noted the on-going work of the Performance Team to support the Directorates to focus on performance through the development of detailed reports, Deep Dives into areas of concern, CHKS Benchmarking and Performance Improvement Trajectories.

Workforce Reporting

Key points to note:

The Committee noted the key stats (at September 2024) of SHSCT Workforce Information Dashboard presented by the Director of Human Resources including Staff in Post Figures, Staff Absences, Regional Turnover, Recruitment stats including active requisitions, KPI performance, and % Sickness Absence.

Performance Reporting

3) External Assurances – CHKS Annual Performance Report 2023/24

Members noted the CHKS Annual Performance Report 2023/24 and acknowledged its importance as it provides a mechanism for benchmarking against peers. Data reviewed included Mortality Performance (the overall Trust mortality rate and RAMI (Risk Adjusted Mortality Index), Length of Stay, Outpatients Performance, Day Case Performance and Discharges.

4) Presentation on Performance Improvement

Members received an overview via powerpoint presentation from the Director of Planning (supported by her Assistant Director colleague) about the ongoing work to support elective service improvements with a focus on the top 9 high volume specialty areas that are currently underperforming including General Surgery, ENT, Gastroenterology, Breast and Gynaecology. This work entailed the 9 Specialty Areas completing detailed outturn performance trajectories for 2024/25 including outlining the risks and challenges relating to performance forecast. This information was then analysed and assessed against SDP performance and 23/24 outturn.

The Committee also noted the powerpoint presentations from senior managers on Theatre Utilisation and Outpatients Modernisation Project and thanked colleagues for their work to transform services to deliver improved outcomes for our patients and service users.

5) Support & Intervention Framework Escalations

The Committee reviewed the paper in relation to the new HSC Support and Intervention Framework which sets out SPPG/ DoH's approach for gaining assurance from Trusts in relation to key deliverables as set out in the Service Delivery Plan/ Proposed Strategic Outcomes Framework. The Framework provides 5 levels of escalation that provide a model for support by DoH/ SPPG/PHA. The Trust initially received a rating for 10 areas (subsequently revised to 8) with ongoing discussions taking place about the escalation level allocated to the individual areas.

Finance Reporting

6) Update on Financial Recovery Planning Process – Stage 1

Noted by Members

7) Implementation and monitoring of Financial Contingency / Savings Plan – RISE

The Committee noted the update in respect of the summary of savings at Month 7 (October 24) which was also considered under the Consolidated Performance, Finance and Workforce Report. Members acknowledged the progress made and noted the Trust's expectation that the full achievement of £22m Savings for 2024/25 (reflected in the Budget) can be achieved by year-end.

8) Medicine and Unscheduled Care 2023-24 Financial Overspend Review (update on action plan)

The Committee was advised that this was being presented to the Senior Leadership Team meeting the following week and would be issued to Committee members thereafter.

9) SHSCT Financial Management and Oversight, Learning and Missed Opportunities Review (Update on Action Plan)

Members were pleased to note the status of the External Review Action Plan as at October 2024. Of the 50 individual actions, 47 have been/ are on target to be completed, 1 action has commenced but is not yet due, and 2 actions are in progress and past their target date.

2. Issues for escalation to Trust Board

None for escalation

3. Action(s) requested/required of Trust Board

- Note the areas considered
- Note the previous minutes of the Finance, Performance and Workforce Committee held on 19th September 2024

Hilary McCartan

Non-Executive Director – outgoing Chair

On behalf of the Finance, Performance and Workforce Committee

31st December 2024