REPORT TO THE TRUST BOARD: PUBLIC
27 January 2022

Title	Finance, Business and Investment Committee (FBIC) 13 January 2022 – Committee Chair's Report
Committee Chair	Eileen Taylor, Vice-Chair and Chair of FBIC
Author	Cathy Lilley, Director of Corporate Governance

Purpose of the report

To bring to the Board's attention key issues and assurances discussed at the Finance, Business and Investment Committee (FBIC) meeting held on 13 January 2022.

Key messages

- **BLMK CAMHS Tier 4 GAU Business Case**
  - Funding for the development of an interim eight bedded General Adolescent Unit for Children and Young People in BLMK was approved
  - This will contribute to the Trust's strategy by improving the experience and quality of care as well as population health
  - A local provision will transform the way the system can respond to the need of CYP experiencing a mental health crisis; it will provide clinicians with the facility to provide a full range of care whilst supporting integrated working with children's social care; and CYP will be cared for nearer to their home and community
  - The capital funding requirement of £3,878k will be supported by an agreed £1,275k national capital; £1,590 assets sales; and £1,103k from ELFT CDEL
  - The unit will replicate the model delivered by the Coborn Centre for Adolescent Mental Health, which has been inspected by the CQC and awarded a rating of outstanding. The Coborn was also the first CAMHS T4 inpatient service in London to be accredited as excellent by the Quality Network for Inpatient CAMHS and has continued to maintain this accreditation. It is anticipated a local BLMK CAMHS Tier 4 provision will mirror this success
  - Lessons learned from this project will be shared with the development of the Bedfordshire Healthcare Village
  - The Committee received assurance that although current recruitment challenges pose a risk, work is ongoing to plan a skills mixed multi-disciplinary workforce as well as expanding on the number of community nursing placements from universities. Some posts will be dual-aspect, i.e. both community and inpatient facing.

- **Finance Report Month 9**
  - The Trust is reporting a £491k surplus against a planned breakeven position
  - The Trust has been notified it is in segment 1 (maximum autonomy – minimum risk) of the NHSEI new segmentation framework
  - Cash balance at 30 November 2021 is £151m
  - NHSEI planning guidance shows a global uplift of 3.6% against a 1.1% general efficiency ask and convergance (funding changes to ensure boroughs receive allocations more aligned to their target resource) which could result in a reduction in funding for the Trust of between 0.7% to 1.2%. Along with other cost pressures to fund next year, this is expected to negate the uplift
  - *A detailed report is being presented with the finance report at the January Trust Board meeting in public*

- **Financial Viability Update**
  - The Trust is working towards a full year effect (FYE) target of £12m for 2021-2022
  - FV programme requirement is £9.1m of which £5.3m is carried over from previous years
  - Plan for the year remains short of target with the year-to-date financial performance against target at end of month 8 is £2.5m

- Challenge remains around capacity to achieve and ensure necessary expertise; however, further developments in the PMO and new clinical lead appointment will provide an opportunity to review the management and governance of the programme
- Quality Impact Assessments (QIAs) are carried out in the early stages of the project
- The development of a benefits framework will provide for a robust measure
- The Committee requested more focus on efficiency schemes rather than income generation ideas particularly given the current challenges around staffing additional services as well as around staffing for service redesign taking account of the learning from the pandemic
- *A detailed report is being presented with the finance report at the January Trust Board meeting in public*

- **Agency Expenditure**
  - No significant change in terms of agency spend which remains an ongoing issue and risk
  - Work continues with a focus on temporary staffing through a QI approach with the aim of reducing spend by 25% by December 2022
  - Positive results already being yielded by the provision of coaching to clinicians who lead on recruitment; checking work around overcharging; reviewing contracts with vendors and whether they are still fit for purpose; etc
  - *A detailed report is being presented with the finance report at the January Trust Board meeting in public.*

- **Capital Update Report inc Estates**
  - Although no variance is forecast on the capital programme, there are a large number of bids and the spend is constantly changing
  - Externally run workshops have helped to identify key themes and emerging priorities for the estates master plan
  - The scoping of the estates strategy has been agreed, using a phased approach to data, engagement and planning; assurance was provided that the strategy includes the recommendations in the Trust's CQC report
  - Estates and digital have set up a collaborative working group for closer alignment and considering the establishment of a portfolio management system around governance and decision-making processes
  - The Committee received assurance that a QIA approach is taken to ensure a clinical lens is used in relation to financial decisions to minimise exposure to any undue clinical risk.

- **Aged Debtors:** Good progress made since July 2019 which has seen a reduction from £15.5m to just below £5m.

- **Procurement Update**
  - Reports for 2022/2023 will include four to five key measures around the Trust as an anchor institution which are being developed
  - Although it has been a difficult year for procurement with frequent changes to regulations, a good outcome was achieved on the Soft FM procurement, the providers of which will also be supporting the anchor institution work.

- **Board Assurance Framework including updates on Cyber Security and UK Cloud Risks**

  Risk 7: *If the Trust's approach to value and financial sustainability are not embedded, this may impact on the achievement of the Trust's financial, service delivery and operational plans*
  - Having focused on embedding an FV culture within the Trust, now identifying further mitigations to achieve the FV requirements which will reduce the residual score
  - Using more QI project values and using value learning systems to support local teams on efficiency projects

  Risk 8: *If the Trust fails to robustly implement and embed infrastructure plans including digital and estates, this will adversely impact on our service quality and delivery, patient care and carer experience, and our ability to transform services in line with our aspiration to be a leader in both of our ICSs*

- Due to the volatility of digital including cyber security and the 'cloud', it is recognised that there will be fluctuations in the current risk scores
- Oversight at Gold and Silver Command levels and working through business continuity impact for every services that could be affected by the UK Cloud issue, with a focus of placing digital mitigations in areas of highest risk
- Developing a 'cloud' strategy taking into account lessons learned
- Investment in the digital workforces provides one of the biggest mitigations
- The Committee requested that future updates reflects more information and mitigations around infrastructure weaknesses
- The Committee agreed for both risks 7 and 8 that appropriate controls are in place and operating effectively and that there are no changes to the risk scores.

- **Virtual Desktop Infrastructure**
  - The aim of the VDI is to provide a more robust and sustainable model for digital capability for the workforce
  - The pilot VDI platform currently sitting with UK Cloud has enabled valuable learning to take forward into the new VDI infrastructure
  - There is a need for a concentrated effort to identify funding for this initiative going forward as it is recognised that this is the foundation of any digital strategy and will provide huge improvements for both the workforce and digital team in not having to work with outdated digital hardware.

FBIC Minutes: The approved minutes of the FBIC meeting held on 9 November 2021 are available on request by Board Directors from the Director of Corporate Governance.