



**Paper Ref**  
 TB2.044

<b>Meeting Title</b> Trust Board Meeting in Public	<b>Meeting Date</b> 27 July 2021
<b>Reporting Committee</b>	Finance and Investment Committee
<b>Committee Chaired by</b>	Jeremy Pease – Non-Executive Director
<b>Lead Executive Director</b>	Executive Director of Finance
<b>Date of Last Committee Meeting[s]</b>	17 June 2021

**Summary of Key Matters Considered and Decisions Taken**

The meeting of the 11 March was cancelled. However, papers (standing agenda items) were circulating to members for assurance. The meeting held 17 June 2021 was held via videoconference and the meeting was quorate.

17 June 2021

The following key areas were discussed:

- The Committee received and approved the Treasury Management Policy, it was suggested that this be shared with the Auditors for information.
- The Committee undertook a review of its Terms of Reference and self-assessment against these for 2020-21, along with the Committee’s Annual report 2020-21. It was agreed that the Terms of Reference remain fit for purpose.
- An update was received from the planning and development team noting the work being progressed including 2021-22 planning submission to the ICS and stakeholder and system engagement approach.
- An update on the finance regime was provided along with a summary presentation of the financial position at the end of month 2.
- The procurement update was received, and the Committee held discussions relating to rapid response vehicles, Body Worn Video technology, and how procurement would need to adapt to the system changes and move to greater collaboration.
- Members received an overview of the latest position regarding the A&E, NHS 111 and PTS contracts, and key developments.
- The Corporate Risk Register and BAF were presented. Members noted the changes to the risks and received assurance that risks are included at programme board level regarding any external service reconfiguration which may impact the Trust.

**Risks Identified / Matters of Concern and Mitigating Actions**

None

**Matters requiring Board level consideration and/or approval**

**Committee Annual Report 2020-21**

The Board is asked to formally receive for assurance the Committee’s annual report 2020-21 which outlines activities undertaken during the period 2020/21. (Annex 1)

The final approved minutes of the meetings held 10 December 2020 and 7 May 2021 are appended to this report.

<b>Date of next Committee Meeting</b>	28 September 2021
---------------------------------------	-------------------



**Finance & Investment Committee (F&IC) Minutes**

**Venue:** Microsoft Teams  
**Date:** Thursday 10 December 2020  
**Time:** 1300 hrs  
**Chairman:** John Nutton

**Membership:**

John Nutton	(JN)	Non-Executive Director & Chairman of F&IC
Jeremy Pease	(JP)	Non-Executive Director
Rod Barnes	(RB)	Chief Executive
Matt Sandford	(MS)	Associate Director of Business Development

**Apologies:**

None

**In Attendance:**

Kathryn Vause	(KV)	Interim Director of Finance
David Beet	(DB)	Senior Programme Manager
David O'Brien	(DOB)	Associate Director of Performance, Assurance and Risk
Carol Weir	(CW)	Hub and Spoke Transformation Programme Lead (Item 5)
Chris Dexter	(CD)	PTS Managing Director (Item 7)
Matt Barker	(MBa)	Head of Procurement & Logistics (Item 10)

**Minutes produced by:**

Odette Colgrave (OC) Executive Coordinator

		Action
	The meeting commenced at 1302 hrs.	
1	<b>Introduction and Apologies</b> Members were welcomed to the meeting and apologies noted. BL joined the meeting as an observer.	
2	<b>Declaration of Interests for any item on the agenda</b> Declarations of Interest: None.	
3	<b>Feedback from Board Meetings</b> Items are on the agenda for discussion.	
4	<b>For Approval: Minutes of the meeting of held 12 March 2020 and 10 September 2020</b>  The minutes of the meeting held on 12 March 2020 were agreed as a true and fair representation of the meetings.  The minutes of the meeting held on 10 September 2020 were incorrect going to Board therefore KV will send amendments for three sections. JN agreed for these minutes to be circulated after the meeting.	

		<b>Action</b>
	<p><b>Action Log:</b> 2019/06 TG joined the meeting and agreed to continue with attendance at future meetings.</p> <p>2020/09 Risk Management Report will be picked up at the next meeting.</p> <p>2020/10 Hub &amp; Spoke is on the agenda for discussion.</p>	
5	<p><b>Matters Arising</b> None.</p>	
6	<p><b>Financial Regime Update</b> The Committee received a verbal update to confirm this will return on a future F&amp;IC meeting.</p> <p>It was anticipated that ICS guidance would be available after December 2020 and the financial regime will look at M7-12 followed by discussions with Commissioners. All organisations had been impacted during COVID and it was unlikely that the Trust would go back to BAU for contractual arrangements in the short term.</p>	
7	<p><b>Financial Performance at Month 7 2020/21</b> The Committee received a paper with an overview for the end of Month 7. It was noted that transparency around reserves, accruals and provisions had been discussed. A presentation was delivered to show figures that were not presented in the paper for M7.</p> <p><b>Reserves, Accruals and Reserves</b> The Trust was reporting the end of year balance for total accruals of £7.491m including the Holiday Pay liability (Flowers) as a provision. Additional costs for 2020-21 were being accumulated as accruals during the year.</p> <p>The national decision on how the Flowers case would be funded was expected by February 2021. This would impact on other providers who have not included this liability. It was noted all ambulance services have included this liability in their provisions.</p> <p>A discussion was held around the impact on the Trust should there be a national settlement and the Trust's £8m accrual for the Holiday Pay be released. It was noted that this was a complicated case and should the situation arise, it would cause accounting issues. The national DoF group had been considering a sector wide position regarding this.</p> <p>Provisions</p>	

	<b>Action</b>
<p>The Committee noted the provisions highlighted in the table presented. A discussion was held around possible audit risk and assurances of provisions carried forward. It was noted that regular information would be provided to the Committee and this was considered also by the end of year audit process.</p> <p>It was noted that there was no rebate available for litigation overpayments as they are assessed on overall risks and the Trust was advised by NHSL on the required payment.</p> <p>A discussion was held around the way in which dilapidation provisions were calculated. It was noted that dilapidation provisions had been included due to issues previously experienced by the Trust in relation to this.</p> <p><b>Action</b> It was requested that future reports provide a more in depth/wider narrative around provisions to increase transparency.</p> <p>A verbal update on the Mont 8 position was provided. There was a £3.7m underspend, and cost pressure of £4.6m. There had been an increase in A&amp;E overtime and overspend in PTS for which a review was being completed to understand the reasons. It was expected that this was related to the impact on the service through covid requirements.</p> <p><b>Action</b></p> <ul style="list-style-type: none"> <li>• Update to be provided at a future meeting detailing the PTS overspend and actions arising following the completion of the review.</li> </ul> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the Trust's financial performance to 31 October 2020</li> <li>• <b>Note</b> the Trust is forecasting to achieve plan</li> <li>• <b>Note</b> the element of risk within forecast</li> <li>• <b>Note</b> the change in finance regime M7-12</li> <li>• <b>Note</b> the current capital plan / potential capital funding</li> </ul>	
<p>8 <b>NHS 111 First</b> The Committee received a presentation providing an overview of 111 First. This included implementation; the wider context; commissioning and the next steps.</p> <p>The National advertising campaign commenced 1 December 2020 to capture patient behaviour during COVID. This impacted on IUC/NHS111 service with a forecast of 12% increase in calls answered.</p> <p>The IUEC Programme Oversight Group (POG) was formed in August 2020 managing the interface between NHS111 and emergency departments. EDDI's roll out to all emergency departments showed</p>	

	Action
<p>significant changes across the region. 31 FTE Health Assistants and 10 FTE Clinical staff were recruited.</p> <p>In summary the system pressures showed an increase in demand of calls answered at 8.8% above the year to date ceiling. It was noted this equates to £2.57m over the contract ceiling value at £12.09 per call. The Trust saw a significant increase in average call handling time from 516 to 556 seconds with additional National COVID19 CAS and CRS pressures. Assurance was provided around the affordability, noting that the Trust has spent more. Conversations were to be held with commissioners to discuss this.</p> <p>The Committee was keen to see the impact on the system and to understand the benefits of the service. It was noted that Quality Committee were having discussions and a focussed session on NHS 111 First. It was acknowledged that at least three month's data would be required to provide any meaningful information around the service and patient experiences.</p> <p>It was noted that £1.8m has been allocated to the Trust and will be divided into NHS pathway call handling and local CAS clinical assessments. The Committee recognised the need for this allocation to be discussed with the Quality Committee. The Trust will continue engagement with Commissioners to jointly establish the recurrent position for total IUC baseline from April 2021.</p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> contents of the presentation.</li> </ul>	
<p>9 <b>Procurement Update</b></p> <p><b>Local Contracting and Tendering National Framework and e-procurement Update</b></p> <p>The Committee received a paper on the key procurement activity which has taken place since the previous Committee meeting held in September 2020 and on-going activity.</p> <p>Members enquired as to whether there were any contracts which could give rise to a rebate. It was noted that this has been reviewed and that this was the case for the QBE contract only.</p> <p>It was noted a new framework will be reviewed early 2021 for the Vehicle Tyres as set out in Section 3.4 of the paper. It was noted that there had been a direct reward for 12 months which required sign off.</p> <p>The Committee extended its thanks to Matt Barker and his team in recognition of the work carried out over the past eight months.</p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the contents of the update</li> </ul>	

		<b>Action</b>
	<ul style="list-style-type: none"> <li>• <b>Note</b> the work plan currently consists of 72 live projects for 2020/21.</li> </ul>	
10	<p><b>Contracting Update:</b></p> <ul style="list-style-type: none"> <li>• <b>Contract Governance</b></li> <li>• <b>Contract Management</b></li> </ul> <p>The Committee received a paper on the current governance processes for approving the establishment of new income/commissioning contracts and material contract variations, with recommendations for updated reported arrangements.</p> <p>The updated arrangements were to improve information sharing around contract variations and visibility of the Committee. It was suggested that variations over £500k or at a specified proportion of a contract value be reported with regular updates to provide greater transparency.</p> <p>A discussion was held around Appendices A &amp; B and no additional comments were noted.</p> <p>The Committee received a presentation on the contract management and payment guidance for October to March 2021. ECR activity had been notionally funded within our block allocation and current barriers have been recognised in delivering ambitions of the Long-Term Plan in the Integrated Care Proposals. The Yorkshire &amp; Humber commissioning project was aiming to develop a new collaborative approach between the Trust's A&amp;E, IUC and PTS services.</p> <p>The Mental Health Investment Standard (MHIS) national delivery expectations for 2020-21 were confirmed in August 2020.</p> <p>The following key points were noted:</p> <ul style="list-style-type: none"> <li>• Lot 1 – ED validations</li> <li>• Lot 2 – Clinical Advice</li> </ul> <p>A discussion was held around PTS at North Yorkshire, Hull and East, South Yorkshire and West Yorkshire. National planning guidance and financial regime for 2021-2 has not been confirmed. An update would be provided to Finance and Investment Committee meeting as information became available.</p> <p>A further discussion was held around the additional contact journeys nationally, the advance and specialist paramedic roles being discussed by Board on 17 December 2020, and the procurement framework for IUC support for which the process was to be started in Q4 2020-21. It was requested that future reports include an outlook to the wider system.</p>	

	<b>Action</b>
<p>It was suggested that BL be invited to attend future Finance and Investment Committee meetings in full to enable greater transparency and enable rounded discussions. <i>DOB joined the meeting.</i></p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Consider</b> reviewing Appendix 6 of the Standing Financial Instructions to: <ul style="list-style-type: none"> <li>○ Embed use of the Contract Assurance Template to support the authorisation of new contracts, contract renewals and contract variations</li> <li>○ Provide further detail and clarity on the authorisation levels for approving contract variations</li> </ul> </li> <li>• <b>Establish</b> standard quarterly reporting of the Trust Contract Variation Log to the Committee and consider any additions/amendments to the standard contract report outline described in section 4.</li> </ul>	
<p>11</p> <p><b>Risk Management Report (Assurance to the Audit Committee) Board Assurance Framework Corporate Risk Register relating to F&amp;IC</b></p> <p>The Committee received a paper to report recent material changes to the Corporate Risk Register, draw attention to key areas of emerging risk and provide an update on the Board Assurance Framework.</p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the position regarding corporate risks.</li> <li>• <b>Note</b> the areas of emerging risk.</li> <li>• <b>Note</b> the position regarding the Board Assurance Framework.</li> </ul>	
<p>12</p> <p><b>Integrating Care; Next steps to Building Strong and Effective Integrated Care Systems.</b></p> <p>The Committee received a paper to provide a summary of the national consultation on the next steps for Integrated Care Systems across England and to commence the development of the YAS response.</p> <p>It was noted that ICSs were keen to work in collaboration and West Yorkshire &amp; Humber ICS would like 111 to remain with NHS and The Trust to be the default provider.</p> <p>A discussion was held in respect of Options 1 and 2:</p> <ul style="list-style-type: none"> <li>• <b>Option 1:</b> a statutory joint committee model with an Accountable Officer that binds together current statutory organisations.</li> <li>• <b>Option 2:</b> a statutory corporate NHS body model that additionally brings CCG statutory functions into the ICS.</li> </ul> <p>The national steer was towards Option 2.</p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the summary.</li> </ul>	

	Action
<ul style="list-style-type: none"> <li>• <b>Consider</b> the implications for YAS.</li> <li>• <b>Agree</b> the next steps for the development of the YAS response.</li> </ul>	
<p>13     <b>Planning and Development Update 21/22</b>  The Committee received a paper to provide an update on the current and planned commercial work undertaken by the Planning and Development Team.</p> <p>Recruitment into the team has seen the successful substantive recruitment of the Planning and Development Manager. The current secondment out of the team concludes at the end of December and will return once their operational redeployment ceases.</p> <p>In response to the COVID-19 pandemic, the government paused the requirements of the 2020/21 national planning guidance. The team remained closely engaged with West Yorkshire &amp; Humber ICS around the timelines for updated planning guidance and the contribution of the Trust into system level plans. It was anticipated that further information regarding national planning guidance would be available prior to Christmas.</p> <p>The Committee Resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the contents of the update</li> </ul> <p><i>CW joined the meeting.</i></p>	
<p>13     <b>Hub and Spoke Update</b>  The Committee received a presentation on the current hub and spoke sites and short-medium term opportunities.</p> <p>The AVP sites give the Trust significant benefits with opportunities to improve clinical availability and quality and safety of checking vehicles. The Trust was also monitoring through continuous improvement groups and will be part of a wider piece of work. Lessons learned would be revisited around Doncaster Hub and Spoke. Every Hub and Spoke site should have AVP packs; however the logistics of not having a warehouse has limitations. Medicines Management has gone live around prescription only packs and wider benefits will be tested in AVP and non-AVP sites.</p> <p>Bentley Hub &amp; Spoke would be opened on 14 December 2020. There was slower progress at Hull, although approved in March 2020 all site searches had been completed with commercial companies. It was noted that the Trust should consider local intelligence. The site next to Scarborough Hospital was under discussion with the owners who wish to lease some of the land for helicopters. The value of the land was £45k per acre.</p> <p>It was discussed although cleaning was a small aspect of AVP, it was clear that the AVP process was the correct one to invest in with</p>	



		<b>Action</b>
	<p>overnight cleaning at some of our stations. NHSE/I were fully aware of the Trust's activities and that this presented a great opportunity to share benchmarking in AVP and processes put in place. It was agreed that the financial envelope of Hub and Spoke would be shared at the next meeting.</p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the update</li> </ul>	
14	<p><b>NAA Progress Update</b> The Committee received a presentation on the NAA current and future plans.</p> <p>It was noted of the NAA's vision; aims and principles on how to collaborate and address the challenge across the health sector in the most productive way. Main objective was to focus on sharing best practice and working with combined expertise. The work in respect of the common CAD would recommence in January 2021. The NAA would look at developing a work plan and a future strategy to align the Trust's strategic priorities with those of the system.</p> <p>Further information can be found here: <a href="http://www.northernambulancealliance.nhs.uk">www.northernambulancealliance.nhs.uk</a></p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the update</li> </ul>	
15	<p><b>Summary of Issues to Trust Board</b> No issues noted.</p>	
	<p><b>Date &amp; Time of Next Meeting</b> <b>Thursday 11 March 2021</b></p>	

Meeting finished at 1536 hrs.

**CERTIFIED AS A TRUE RECORD OF PROCEEDINGS**

\_\_\_\_\_ **CHAIRMAN**

\_\_\_\_\_ **DATE**



**Finance & Investment Committee (F&I) Minutes**

**Venue:** Microsoft Teams  
**Date:** Friday 7 May 2021  
**Time:** 0900 hrs  
**Chairman:** John Nutton

**Membership:**

John Nutton	(JN)	Non-Executive Director & Chairman of F&I
Tim Gilpin	(TG)	Non-Executive Director
Jeremy Pease	(JP)	Non-Executive Director
Rod Barnes	(RB)	Chief Executive (part meeting)
Kathryn Vause	(KV)	Deputy Director of Finance
Matt Sandford	(MS)	Associate Director of Business Development (part meeting)

**In Attendance:**

Juliana Field	(JF)	Head of Corporate Affairs
---------------	------	---------------------------

**Minutes produced by:**

Odette Colgrave	(OC)	Executive Coordinator
-----------------	------	-----------------------

The meeting commenced at 0902 hrs.

		<b>Action</b>
FIC21.001	<p><b>Introduction and Apologies</b>                      Members were welcomed to the meeting and apologies noted.</p>	
FIC21.002	<p><b>2021-22 Operational Plan Narrative Submission</b>                      The Committee noted the paper providing an overview of the Operational Plan 2021-22 draft narrative submission and received a presentation.</p> <p>There were four components to the submission a) draft narrative plan b) draft Workforce Plan c) Activity Plan and d) mental health workforce plan. The draft plan had been submitted to the ICS on 6 May 2021 and 'checkpoint' meetings held with NHSE/I to address any challenges. It was noted that the final submission date was 3 June 2021.</p> <p>An overview was provided around the modelling of workforce activity and a discussion was held around the impact of the variation caused by the pandemic 'peaks. It was noted that the information for the service specific modelling utilised historical (pre-covid) information, 'soft' intelligence from the directorates. Finance had considered the underlying and recurrent budget supplemented with experience over the past six-months.</p> <p>The draft assumptions were shared. It was noted that the submission requested only information for A&amp;E call categories 1 to 4 and therefore the submission did not reflect the full activity as category 5 calls, IUC, PTS and inter-site transfers had not been included. Activity assumptions were built up from pre-Covid starting positions.</p>	

		Action
	<p>Workforce Plan assumptions were discussed including delays to the implementation of Team Based Working. It was noted that consideration had been given to the impact of overtime and recruitment and there was a good level of confidence in the figures presented.</p> <p>The scenario modelled to deliver all ARP standards required additional funding, however this had not been commissioned in previous years contract settlements. The ongoing job evaluation for five roles within the Operations Directorate had not been included in the financial plan and had been identified as a potential risk area depending on the outcome. There was a discussion regarding higher levels of annual leave: the cost of additional annual leave has been provided for in the financial plan, whether this is required for higher levels of carried forward leave, or higher levels of leave taken, and shifts backfilled at additional cost. A discussion was held around the IUC assumptions, noting the impact of the new KPIs, increase in average call handling times, the impact of the Unified Communications project and narrative around ongoing challenges and requirements for clinical advisor recruitment. It was indicated that the budget would be phased to support ongoing .</p> <p>The assumptions for PTS included an anticipated return to 100% of pre-COVID acute activity levels by September 2021. Additionally, it was expected that multi-occupancy vehicle use would recommence and therefore reduce the requirement for external provider provision from July.</p> <p>An overview of the key gaps, risks and issues was provided. It was noted that there was a risk around primary care recruiting paramedics directly rather than supporting a system approach utilising rotational paramedics; this section had been strengthened in the narrative to promote the benefits for utilising rotational paramedics.</p> <p>It was confirmed that the narrative regarding staff health and wellbeing, and the additional support relating to vaccination programmes would be added into the submission response.</p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>• <b>note</b> the draft response and assumptions; and</li> <li>• <b>recommend</b> to Trust Board that the formal YAS draft response is approved.</li> </ul>	
FIC21.003	<p><b>2021-2022 (H1) Financial Plan</b></p> <p>The Committee noted the paper providing an update on the financial regime for H1 2021-22 and draft financial plan submitted; on and received a presentation.</p> <p>Members were reminded of the discussion held at Board in relation to the principles of the Plan and income arrangements for the first six-months of 2021-22 (H1). It was noted that discussions had been held regularly by the Trust Executive. As the plan presented only covered a</p>	

	Action
<p>period of six months, it was acknowledged that any investment requirement carried a potential risk.</p> <p><i>RB and MS left the meeting at approximately 0945hrs.</i></p> <p>It was anticipated that a break-even position would be achieved based on two key assumptions relating to 111 First income and there being no general contingency reserve. Members received an overview of the expected income and expenditure for H1. Pay expenditure reflects rolled forward recurrent budgets uplifted to reflect incremental drift but exclude the impact of any inflationary pay award (there is an expectation these will be funded, and CCGs were required to set aside a contingency for this.</p> <p>There had been an increase in demand across both A&amp;E and 111 and an increase in the average call handling time, for which costs had been included within the plan. Additionally, it was suggested that reserves may be required to fund 37.19wte in 111 to manage demand, however this, as well as funding associated with Covid due to single patient journeys in PTS, would require approval in line with our scheme of delegation.</p> <p>There were several pre-committed investments approved via the Trust Executive Group and Board. The Training Plan was identified as the largest of these costs, however this was to be funded through the apprentice levy.</p> <p>Some savings via a Cost Improvement Programme (CIP) had been assumed, these are at a higher level than reflected in growth funding. There is an expectation that more efficiencies will be delivered beyond H1.</p> <p>Members noted the reserves as areas for which confirmation of timing was awaited, or appropriate approval still required. It was noted that the list was still being refined and that a more complete iteration would be provided to the Board on 20 May 2021.</p> <p>An overview of the risks was presented. A discussion followed around: the requirement to understand the potential to access the incentive payment for elective activity within acute trusts to fund the resulting increased PTS activity; the potential impact of the job evaluation process, for which no provision had been made; and the inclusion of the continuation of Covid costs. Members were reminded of the financial risk share arrangement within the ICS.</p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the financial regime and subsequent potential risk to the financial position in the latter half of 21/22; and</li> <li>• <b>Recommend</b> to Trust Board that the plan is approved.</li> </ul>	

		<b>Action</b>
Any inflationary	<b>Date &amp; Time of Next Meeting</b> Thursday 17 June 2021	

Meeting finished at 1009 hrs.

**CERTIFIED AS A TRUE RECORD OF PROCEEDINGS**

\_\_\_\_\_ **CHAIRMAN**

\_\_\_\_\_ **DATE**



## Annex 1

# Yorkshire Ambulance Service Finance and Investment Committee Annual Report 2020-21

**Sub-Committee/Group Chair: John Nutton**  
**Report Approved by Sub-Committee: June 2021**



# Finance and Investment Committee

## ANNUAL REPORT

### 1. BACKGROUND / INTRODUCTION

The Finance and Investment Committee [the Committee] will undertake objective scrutiny and provide assurance to the Audit Committee and the Board of Directors [the Board] on the Trust's financial strategy, risks and mitigations, performance and plans in relation to the financial implications and analysis of investment policy and major investment decisions.

As a committee of the Board, the standing orders, including the scheme of powers delegated and reserved to the Board, and the standing financial instructions (SO/SFIs) of the Trust will apply to the conduct of the working of the Finance & Investment Committee.

The Committee will seek the views of executive directors, senior managers, management groups, internal and external audit as required to inform its scrutiny. The committee may establish working groups to support its function as required.

### 2. MEMBERSHIP

The Membership of the committee comprises of (as detailed in the ToR) three Non-Executive Directors, excluding the Audit Committee Chair, one of whom will be appointed by the Board as the Committee Chair. Chief Executive, Executive Director of Finance and Associate Director of Business Development. The Chairs of the Quality and Finance and Investment Committees will attend the other Committee wherever possible, to support alignment and cross-reference of key business.

The Deputy Director of Finance and Associate Director Performance Assurance & Risk are also expected to be in attendance.

Name (members only)	Meeting Date 11.06.2020 cancelled	Meeting Date 10.09.2020	Meeting Date 10.12.2020	Meeting Date 11.03.2021 cancelled
John Nutton	-	✓	✓	-
Tim Gilpin	-	X	X	-
Jeremy Pease	-	✓	✓	-
Rod Barnes	-	✓	✓	-
Mark Bradley	-	X		
Matt Sandford	-	✓	✓	-

The Committee acknowledges that an annual self-assessment for the period 2019-2020 had not been completed along with the review of the ToR. The self-assessment has now been completed during 2020-21 and will be for 2021-22 which is anticipated will provide more insightful information and highlight any areas of improvement or development.

### 3. MEETINGS

In 2020-21, the Committee met on two separate occasions, all meetings were held via Microsoft Teams, all meetings were quorate:

- 10 September 2020
- 10 December 2020

Meetings scheduled for 11 June 2020 and 11 March 2021 were cancelled due to the Covid-19 global pandemic. However, papers were circulated to member in place of the meeting on 11 March 2021 to provide assurance to the Committee members. The Trust was required to



respond to the increase in demand and to reduce the burden of the Committee, took the decision to cancel two of the meetings but with a more focussed agenda, core activities for the latter part of the year. As indicated in the Self-assessment document, all meetings were quorate. From September 2021, the Deputy Director of Finance attended both meetings on behalf of the Executive Director of Finance.

In January 2021, a paper was circulated electronically via email for urgent approval prior to Board in relation to the Capital Expenditure Forecast. This was required to take mitigating actions for capital resources before the end of the financial year 2020-21. Two non-Executive Directors and the Associate Director of Business Development gave approval.

#### **4. MAIN AREAS OF COMMITTEE ACTIVITY**

The agenda for each meeting follows a standard format, broken down into two main parts: items for approval and items for assurance. From September 2020, the Deputy Director of Finance attended the meetings who was then appointed as the Interim Executive Director of Finance.

Therefore, to provide assurance that the Committee have complied with the requirements of the ToR a self-assessment checklist has been completed as provided at Appendices B & C.

#### **5. LINKS WITH OTHER COMMITTEES**

The Committee Chair will routinely, draw to the attention of the Board any issues which require disclosure to the full Board, including those that affect the financial or commercial strategies of the Trust or require executive action. In addition, the Chair will, through the Audit Committee provide assurance to the Board on the adequacy of control and mitigation against any identified risks .

During 2020-21 a new Internal Audit provider was appointed (360 Assurance) for the provision of Internal Audit Services with Counter-Fraud and Technology Assurance for the period April 2021 to March 2024. This was approved by the Board in January 2021.

#### **6. TRUST BOARD ASSURANCE**

The Committee Chairman provided regular reports to the Trust Board in Public, identifying significant matters arising during the year to each Trust Board meeting on behalf of the Committee. The reports provided an overview of decisions at the most recent meeting and included, as an appendix the approved minutes of the committee meetings. These were received and noted by the Board as follows:

Finance and Investment Committee	Reported to Board
10.09.2020	01.10.2020
10.12.2020	25.03.2021
07.1.01.2021 Electronic Paper for Approval	28.01.2021

#### **7. ASSURANCE**

The Finance and Investment Committee is an assurance Committee and therefore where a decision is required the matter is referred to the Board. A self-assessment of the ToR is shown in Appendix C.

Regular reports were received from the Finance Directorate, Planning and Development, Procurement, and the Risk Management Report (assurance to the Audit Committee). Progress reports were also received in respect of PTS, Hub and Spoke and NAA updates.





The Chair of the Committee confirms, and it is minuted, that all issues arising have been appropriately managed and are closed.

## **8. CONCLUSION AND LOOK FORWARD**

It is considered that the Committee has fulfilled its role in providing assurance to the Board in relation to the Trust's financial and investment strategy. The Trust's risks and mitigations, performance and plans in relation to the financial implications and analysis of investment policy and major investment decisions.

The Committee is committed to a process of continuous development to operate in an efficient and effective manner and any work planned will be recorded on the forward plan 2021-22 outside of Annual Cycle.