

Board of Directors (held in Public)
30 January 2025
Agenda Item: 3.2



Report Title	Finance and Performance Committee – Chair’s Report
Author (name and title)	Amanda Moat, Non-Executive/Chair of Finance and Performance Committee
Accountable Director	Kathryn Vause, Executive Director of Finance
Previous committees/groups	N/A
Recommended action(s) Approval, Assurance, Information	Assurance
Purpose of the paper	The report provides highlights of the Finance and Performance Committee to provide assurance to the Trust Board.
Recommendation(s)	The Board is asked to note the contents of the report.

Executive summary (overview of main points)

The report provides highlights of the Finance and Performance Committee to provide assurance to the Trust Board. The paper aims to update the board on discussions taking place to reduce the risks set out in the Board Assurance Framework.

Trust Strategy Bold Ambitions Select the most relevant points from the bold ambitions.	Our Patients	Deliver high-quality patient care and achieve the Ambulance Clinical Outcome measures.
	Our People	Invest in developing our people (staff and volunteers), ensuring they have the skills, support and resources they need to deliver high-quality care and services, now and in the future.
	Our Partners	Work collaboratively with all our partners to achieve better experiences and outcomes for patients, optimising all of our collective skills and valued resources. Deliver the most appropriate response to patients requiring of out-of-hospital care. Collaborate with emergency service partners, not only to provide a great emergency response but to maximise our collective resource for the benefit of our populations.
	Our Planet and Pounds	Use our resources wisely and ensure value for money. Work towards reducing our impact on the environment and tackling climate change, with net-zero emissions.

<p>Link to Board Assurance Framework Risks (board and level 2 committees only)</p>	<p>10. Act as a collaborative, integral, and influential system partner.</p> <p>12. Secure sufficient revenue resources and use them wisely to ensure value for money.</p> <p>13. Deliver safe and effective digital technology developments and cyber security arrangements.</p>
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Highlight Report

Report from: Finance and Performance Committee (FPC)

Date of the meetings: 26 November and 19 December 2024

Key discussion points at the meetings and matters to be escalated to board:

Alert:

It has been recognised by members of the Finance and Performance Committee (FPC) during Q3 that a culture shift is required in the organisation as cost improvement programmes have not been developed historically. Budget holder accountability and ownership of cost improvements is an area for scrutiny and assurance in 2025.

Advise:

Overall, there remains a great deal of execution risk in terms of operational performance against business plan priorities with no reportable change from the Q2 RAG statuses. The committee noted the dependency on wider system issues to resolve handover delays and noted that similar discussions had taken place in Quality Committee.

A comprehensive report was submitted to November's committee from the Humber North Yorkshire (HNY) partnership director, on the partnership governance remit and influence as had been requested in the previous meeting, however there was consensus at the November meeting that the appropriate assurance in future would be the minutes of Executive Leadership Board (ELB) meetings. With the handover delays causing significant performance impact, the committee noted the 45-minute release protocol had been enacted for Hull with discussions continuing with other partners.

With regards to the financial position, there are several potential mitigations, some unpalatable, drawn up that would impact performance and patient care. The committee noted the £5m overspend risk in the forecast outturn, £1.1m attributed to Category 2 funding that had been expected and £2m pressure arising from excess PTS demand in HNY. The Trust's position is cited at the Executive Leadership Board and Integrated Care Board (ICB) Director of Finance (DoF) meetings. Medium term financial planning at ICB level commences in 2025 through DoF and CEO attendance.

Update that in 2025 a new Executive led Sustainability Oversight Group will be in place. There are active discussions regarding the Terms of Reference, members, and the structuring and capturing the wider actions already taking place across the Trust.

A revised Treasury Management Policy was socialised with the committee requesting amendments proposed by the Chair of FPC are considered that cover all risks and also responsibilities regarding managing public money.

Assure:

The minutes of the last ELB meeting were published to the FPC at the December meeting, governance agreed as the format for monitoring stakeholder perspective and actions on system performance risk.

Assurance for the Trust's financial and operational performance targets, indicators

and outcomes was achieved by way of reviewing the monthly reports for both financial and operational performance. Continuous Improvement to both reports to enhance discussion points and meeting focus is being adopted, going forward for example, use of absolute numbers as well as percentages for some measures and a focus on trends, outcomes, drivers and next steps with timelines for when change impacts are to be expected.

The committee were assured by the actions being taken by executive performance governance.

The committee were assured by the oversight and monitoring in place to plan and execute mitigations. Some plans would require Board and partners' support, so the year-end break-even position remains at risk.

In relation to the objectives aligned to the committee, information received for assurance and considered included:

- Verbal update on the system-wide published PWC report commissioned by the West Yorkshire ICB to identify areas for improvement for financial control. It gave assurance that YAS is actively taking all reasonable measures to ensure effective financial control and delivery of a break-even position.
- Assurance via presentation of the 25/26 business planning process and improvement on 24/25 timescales and engagement.
- Assurance that financial planning for 25/26 has commenced with a baseline of recurrent spending with cost efficiencies identification to commence in 2025.
- Assurance report for fleet replacement strategy. The shortage of supply of fleet technicians was a new risk raised to be highlighted to people committee for assessment.
- Digital/cyber assurance report and assurance report of ICO compliance with standards, (including the EPRR), Consensus in the committee that information governance assurance should be part of this reporting, however it is currently reported separately to Quality Committee. The Executives present took this away to consider.
- Assurance regarding the focus of the Operational Efficiency Group.
- In year efficiencies (to be reported via the existing monthly finance report into Finance and Performance Committee).
- Long term efficiencies on a case-by-case basis.
- Procurement strategy updates.

In addition, the committee, in the course of its duties in accordance with the Trust's scheme of delegation, has been fulfilling its role to review business cases, tenders and contracts for approval by the Board ensuring they have been developed in line with appropriate frameworks and protocols. All such items presented at Board have passed through the Committee. Where items have not

met standards required by the committee they have been referred back into executive governance.

To note: The Chair of FPC has agreed to become the EPRR champion, transferred from the Quality Committee chair, as the risk oversight falls in the FPC's remit.

Risks discussed:

The Quarterly Corporate Risk and BAF Report was reviewed at the November FPC committee:

- Hospital Handover Delays - (20, high risk).
- Estates Funding - (15, high risk). There is insufficient capital funds to fully meet the estates strategy in 24/25, there is a capital governance group who review and reprioritise capital schemes to optimise capital spend in year referencing business priorities. Minutes are reported to FPC.
- Fire Officer Safety Role - (12, moderate risk) - moving into tolerance following successful recruitment into post in October 2024.
- Cyber Threat - (12, moderate risk) - agreed with audit to keep on the corporate risk register given the constant and changing threat in the external environment.
- Procurement Act Compliance - (12, moderate risk), training roll-out delays impacting regulatory compliance.
- Deep clean tablet system - (12, moderate risk), current manual process in place that is resource intensive.
- A verbal update on a new 'high 'rated corporate risk was brought to December 2024 Committee regarding Fleet Availability for South Yorkshire. The other two ICS regions were undergoing evaluation for the same issue at the time of the December meeting.
- Assurance was sought in the December meeting regarding the Emergency Preparedness Resilience and Response (EPRR) operational risk register and its alignment to the national risk register. Verbal confirmation was received that there are regular reviews of the register. A meeting is also being arranged for 2025 with the Chair of FPC, Deputy CEO and representatives from the EPRR unit.

New risks identified:

No new risks were identified.

Report completed by: Amanda Moat, Non-Executive Director, Finance and Performance Committee Chair.

Date: 21 January 2025