

Report Title	Finance and Performance Committee Chair’s Report	
Author	Amanda Moat, Non-executive Director and Chair of Finance and Performance Committee	
Accountable Director	Kathryn Vause, Executive Director of Finance	
Previous committees/groups	N/A	
Recommended action(s)	Assurance/Information	
Purpose of the paper	The report provides highlights of the Finance and Performance Committee to provide assurance to the Trust Board	
Executive Summary		
<p>The report provides highlights of the Finance and Performance Committee to provide assurance to the Trust Board.</p> <p>The paper aims to update the Board on discussions taking place to reduce the risks set out in the Board Assurance Framework.</p>		
Recommendation(s)	The Board is asked to note the contents of the report.	
Link to Board Assurance Framework Risks (board and level 2 committees only)	<p>12. Secure sufficient revenue resources and use them wisely to ensure value for money.</p> <p>10. Act as a collaborative, integral, and influential system partner.</p>	

Highlight Report

Report from: Finance and Performance Committee (FPC)

Date of the meetings: 25 March 2025 and 22 April 2025

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

Alert:

The committee reviewed the 25/26 financial breakeven revenue plan and key assumptions.

There is a target for all provider organisations to reduce by 50%, the growth in corporate running costs between 18/19 and 23/24 as reported in corporate benchmarking returns. With regards to the broader internal efficiency requirement it was noted the Trust will need to protect hours on the road and is committed to protecting patient care.

As a result the efficiency gap reported during April (which has reduced from £11m to £8.7m), higher targets are set across corporate services of 5%, (1.8% for operational lines). These have been allocated to all budgets, with Executive Directors able to apply differentially if preferred.

At the time of the April Committee, the Finance Team had secured capital funding to meet YAS plans. Of note was the significant engagement with NHSE and system partners to achieve this. Conclusion of the funding discussion of the DCA replacement programme was still in progress at the time of the April meeting and required resolve.

An Emerging Risk was reported regarding 999 call performance following the planned decommissioning of the intelligent rerouting platform from 1 July 2025. This is being challenged via AACE. It is of particular concern to YAS given the potential additional impact due to the current transition project to NHS pathways. A potential mitigation is for Ambulance Services to commission and fund this as a sector. This will lead to financial pressure.

Advise:

Through discussions regarding 24/25 operational performance, the committee requested a proposed approach and timescales for improving modelling and varying of assumptions and consequent impacts across workforce planning, finance and operational performance.

In the ongoing context of resource challenges, assurance on governance adaptations to deliver Cost Improvement Plans will be a key focus for 25/26. Given the capacity challenges in the finance team, this is likely to lead to repurposing resources.

Proposals to manage the purchase of 50 additional DCAs to smooth the replacement programme were supported by the committee, but not yet agreed by NHSE. The committee agreed purchasing all DCAs in 2025/26 was an acceptable fallback position.

The committee endorsed the environmental and sustainability Group TOR and supported proposals that the Group be overseen by the Trust Executive Group. The committee also approved the Finance and Performance Committee 25/26 TOR and workplan.

Assure:

The committee was assured of the governance in place to monitor and respond to the corporate and strategic risks reported through discussion and presentation of both an interim report and full quarterly report.

The monthly operational performance reports were received, and the committee were assured of improving grip and control measures to respond to performance challenges and that outcome data has been used to inform the 25/26 business planning and strategic objectives. The committee requested details of the planned impacts to performance during NHS pathways be brought to May's committee meeting.

The committee's review and discussion of the monthly financial reports demonstrated strong governance, influence and leadership from finance to deliver the Trust's balanced revenue and capital positions. Finance colleagues are undertaking a review of the movements between month 11 and month 12 to quantify the value of proactive decision making at the Trust and other external drivers.

The committee reviewed the quarterly digital assurance report and were assured regarding the governance framework and proposed approach to managing identified hotspots.

The 24/25 Business Plan Quarter 4 report provided strong assurance regarding governance to report status progress metrics and analysis of challenges to delivery with associated plans for recovery and link to 25/26 business plan. There is a notable improvement to the business planning governance and FPC supported the 25/26 plan for Trust Board approval.

The committee received 25/26 financial planning updates and were assured by the Trust's approach, engagement and interventions with planning partners.

The committee was further assured by the adherence to timetables for ICB submissions and the external audit work.

The committee received a verbal update on the operational efficiency update for 24/25 and were assured of efficiency and productivity oversight through executive leadership and use of the 25/26 business plan metrics. In addition, the committee was further assured by the engagement of the finance team with budget holders to provide 2025/26 budgets by the end of April.

Policy reviews of Trust Procurement Card provided assurance of card usage and processes and controls in place to mitigate fraud and misuse risks and noted a future shift to a virtual cards system.

The committee received 24/25 quarter 4 contracting update and were assured regarding existing governance and the development of 25/26 contracts and strengthening ICB powers around the imposing of an activity management plan if activity surpasses tolerances for off plan activity. This would be beneficial to the Trust for PTS. There is a potential risk if system partners do not agree to such a plan.

The committee also received a procurement update report and were assured regarding the governance processes and insight regarding implementation of the new Procurement Act. More work will be required and the team recognised new ways of working need to be applied.

Risks discussed:

Impacts of April deployment of eligibility criteria in PTS.

Impact to performance and EMD staff during the transition to NHS pathways.

Impact of Transfer of Care protocol and stability of the residual risk based on partner Trusts' cooperation.

Emerging Risk regarding 999 call performance following the planned decommissioning from 1 July 2025 of the intelligent rerouting platform and consequent response with engagement of AACE.

The North and East fleet availability increase in risk score.

New risks identified:

A new corporate risk to monitor the impact on performance, patient and staff behaviours was agreed to be opened.

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

Date: 14th May 2025