

Board of Directors (in Public) Item 5.1.2

Subject: Integrated Performance Committee Annual Report 2019/20
Date of Meeting: Tuesday 28th April 2020
Prepared by: Frankie Morris, Acting Chief Finance Officer
Presented by: Karen O'Hagan, Chair of IPC

BAF Ref	Impact on BAF
3.1, 3.2	No impact. Report confirms that committee is working effectively.

1. Executive Summary

The Integrated Performance Committee (IPC) has met 4 times during the financial year 2019/20.

The committee's main priority is to review and scrutinise assurances that the Trust is operating and will continue to operate within the terms of its licence, regulatory requirements and statutory obligations.

Early on in the financial year, the committee identified risks associated with the delivery against the CIP programme given the slow start to scheme identification. Further assurances were sought in January 2020 as the CIP programme has not achieved the required targets.

In the early part of the year CIP performance was monitored and reviewed at the Business Transformation Steering group; the minutes of which were submitted for review by the IPC from April – July 2019. The suitability of this meeting was reviewed in-year and Terms of Reference were revised with a new title - Finance and Improvement Steering Group. The new Terms of Reference were reviewed at the IPC in January 2020. The Group met for the first time in November 2019 and minutes from this meeting will be reviewed by the IPC going forward.

Additional assurances were requested from the Surgical and Medical management teams as activity levels have not reached the planned expectations.

The Terms of Reference have been reviewed and no significant changes have been made.

This paper provides an overview of progress against each of the objectives set out within the committee Terms of Reference and concludes that the Committee has met all of its objectives. However, it should be noted that the operational and financial performance of the Trust has been below required levels in 2019/20 and that this risk will transfer into 2020/21, where CIP performance, capital project delivery and operational activity levels will remain a key focus for the committee.

2. Delivery of Objectives set by the Board of Directors

A summary of progress against each of the agreed objectives is shown below.

ToR Reference	Terms of Reference	Evidence to support delivery	Outstanding Issues/Actions
(i)	Annual Plan and in-year NHSI Returns	<p>The committee discussed the 2020/21 financial plan and the risks associated with it. However, as the planning guidance had not yet been published at the time of the January committee this work would continue into the February Strategy Board and March Board of Directors.</p> <p>Additional assurance in relation to capital prioritisation processes was requested, given the in-year delivery challenges of some schemes. This scrutiny will continue into 2020/21.</p> <p>It also reviewed the 18/19 Reference Cost and Patient Level Costing submission and noted the ongoing work in this area in relation to the informatics review.</p>	CIP delivery remains a significant risk for delivery of the financial plan in 2020/21, along with operational delivery of RTT and diagnostic targets.

ii)	Integrated Governance	<p>The Committee has reviewed relevant financial and performance reports for 2019/20 and noted the challenging performance in relation to RTT, Diagnostic performance and the underlying, recurrent financial position.</p> <p>Capital monitoring and delivery has received an enhanced focus in 2019/20 as identified in 2018/19 as a key area of risk.</p> <p>The committee has identified under delivery on the Cost Improvement Plan as a key risk and asked for a specific report on this issue in January 2020. It has received presentations from clinical divisions and sought assurances on the mitigations in place to support the financial position for non -delivery in year. Concerns were raised that the sub-committee (BTSG, now called FISG) did not meet for a significant period of time (August 2019 – Jan 2020)</p>	<p>The committee has asked to see more evidence on operational performance forecasts with specific presentations from the Surgical Division in July and October in relation to lower than planned activity levels and the Medicine Division in January, again in relation to lower than planned activity levels.</p>
(iii)	Regulatory and statutory guidance	<p>Received updates on new and emerging guidance from regulators and external agencies where relevant to its remit. For example, in relation to planning guidance for 2020/21.</p>	<p>Final planning guidance for 2020/21 was not published in time for the January IPC and will be shared when published.</p>

(iv)	Risk	<p>The committee identified and received assurances in relation to a number of risks identified during the course of its work.</p> <p>For example, the committee has also identified risk associated with the delivery against the CIP programme and the impact on the Trusts longer term financial sustainability as well as the risk associated with non-delivery of RTT targets.</p>	<p>Continued focus and scrutiny on CIP programme will be required as it is a key risk to the delivery of the 2020/21 financial plan.</p> <p>Increased focus on RTT compliance both diagnostic and treatment will be required in 2020/21.</p>
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3. Membership

Attendance	Attendance (%)
Members:	
Marion Savill-Chair April 2019	100%
Karen O'Hagan-Chair from July 2019 Meeting	100%
Bob Burgoyne	100%
Mark Jones	100%
Attendees:	
Claire Wilson (CFO)	100% (3 of 3 meetings)
Hayley Kendall (COO)	100%
Frankie Morris (Acting CFO)	100% (1 of 1 meeting)

4. Sub Committees

The committee has received minutes of the Business Transformation Steering Group, renamed to Finance and Improvement Steering Group from Jan 2020 onwards, to support assurance on progress of the Cost Improvement Programme. However, it should be noted that this sub-committee did not meet between August 2019 and January 2020.

5. Conduct of Meetings

A committee work plan was agreed at the start of the year and has been delivered as planned, with additional information requested regarding Surgical underperformance, Medical underperformance and CIP underperformance. Minutes and action logs have been maintained and all outstanding actions followed up at each meeting. All meetings have been quorate.

6. Terms of Reference

The Terms of Reference are included in Appendix One

7. Recommendations

The Board of Directors are asked to:

- Note the contents of the report and confirm that the committee has operated effectively during 2019/20, with key risks associated with CIP, capital projects and activity levels requiring continued scrutiny in 2020/21.