



SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

FINANCE AND PERFORMANCE COMMITTEE ANNUAL REPORT 2017/18

1. Introduction

- 1.1 The purpose of this report is to formally report on the work of the F&P Committee during 2017/18 and to indicate the expected 2018/19 work plan.
- 1.2 The Committee has met on a monthly basis throughout the year and has provided minutes for Board of Director consideration on a timely basis.

2. Work Undertaken in 2017/18

- 2.1 The Committee has ensured that it has given due focus to each of the areas of finance and operational performance over the year. It has also given a significant amount of time to reviewing progress on the Trust's IT Programme and to reviewing progress in addressing social care capacity issues which emerged during the year.
- 2.2 The bulk of the Committee's work reflected the routine consideration of monthly reports on the following issues:
 - The overall financial position of the Trust.
 - Directorate financial performance.
 - The activity income position.
 - Contractual issues.
 - Directorate performance on efficiency plans.
 - Balance Sheet and Working Capital issues.
 - Financial risks and Recovery Plan actions.
 - National and Regional issues and context.
 - The Trust's Integrated Performance Report and key risks related to the Committee's responsibilities.
 - Performance on key service targets, i.e. 18 Weeks RTT, Cancer Waiting Times, A&E 4 Hour Waits, Diagnostics, MRSA and C Difficile.
 - Delivery of activity and waiting list plans.
 - Other key performance monitoring measures, e.g. length of stay, cancelled operations, DNAs, CQUIN standards, etc.
- 2.3 However, the Committee also considered other issues on a less routine basis including:
 - Development of the 2018/19 Financial Plan including the overview, key issues, contract negotiations and Directorate plans.
 - The 2018/19 Tariff Payment System arrangements, including the proposed Sustainability & Transformation funding and Control Total arrangements.
 - Negotiations with NHS Improvement (NHSI) on the 2018/19 Control Total.
 - Development of the 2018/19 Efficiency Plan.
 - On-going development of the Trust's *Making It Better* Programme and incorporation of the recommendations of the Carter Report on Acute Hospital Efficiency, Model Hospital data and GIRFT actions.
 - Review of Give It A Go Week and resulting actions.
 - The Performance and Assurance assessment of Directorates.
 - Actions being taken to address the Directorates with major financial challenges.
 - Reports on key operational challenges, particularly delayed discharges and associated issues with social care.

- Progress on implementing the Emergency Care Pathways Review, the A&E Action Plan and development of the 2017/18 “Winter Plan”.
- DGH Referrals on Cancer Pathways.
- The programme to address the Trust’s issues on the 18 Week RTT targets and Diagnostic Waits.
- Consideration of the NHSI Single Oversight Framework and implications for the Trust.
- Review of the NHSI Operational Plan/Quarterly Monitoring Return submissions and feedback, including performance against the Use of Resources Risk Rating.
- Achievement of CQUIN targets.
- The Trust’s Capital Programme, investment plans, planning processes and financing options.
- Reports on Specialty/Directorate Service Line Reporting and Reference Cost positions.
- The Trust’s Costing Development Plan and Reference Cost production arrangements.
- Delivery of the Trust’s Procurement Transformation Plan and other procurement and logistics issues.
- Progress on the IT Programme including system performance and contractual issues.
- Review of the Trust’s position in terms of Cyber Security and actions taken/required.
- Consideration of GDPR implications.
- Developments relating to the South Yorkshire and Bassetlaw STP/ACS/ICS
- Review of NHS Activity in non-NHS settings.
- Progress towards a Patient Booking Hub.
- Update on the professionalisation of the Administration function initiative.
- Post completion review for the Da Vinci Robot project.
- Approval of the Treasury Management Policy.
- Approval of STH Commercial Tendering Policy.
- Consideration of the option of the Trust establishing a Wholly Owned Subsidiary.

2.4 The Committee undertook its role by receiving and questioning papers and presentations; discussion of key issues; seeking of assurance; making suggestions and recommendations where appropriate; and drawing significant issues to the attention of the Board of Directors.

3. 2017/18 Attendance at Finance & Performance Committee Meetings (April 2017-March 2018)

Member	Meetings Attended	Deputy attended
Tony Buckham	10/11	
Andrew Cash	6/11	
Mark Gwilliam	1/1*	
Kirsten Major	7/11	4/11
Dawn Moore	7/11	
Tony Pedder	9/11	
Neil Priestley	11/11	
Martin Temple	11/11	

*Finance, Performance & Workforce Committee meeting before creation of the separate Finance and Performance Committee and HR and OD Committee from May 2017.

4. Work Plan for 2018/19

- 4.1 The work for 2018/19 will be similar to the work undertaken in 2017/18. A work plan has been produced and is attached.
- 4.2 The Committee will consider issues at Trust level but will also seek assurance that performance at individual Directorate level is satisfactory and issues are being addressed.
- 4.3 The Committees will continue to monitor the Trust's input to, and implications from, the South Yorkshire and Bassetlaw ICS process and the Sheffield Accountable Care Partnership.

5. Terms of Reference

The Terms of Reference have been updated and are attached for reference.

6. Conclusion

The Finance and Performance Committee has provided an important role in the governance of the Trust and will continue to have a key role in ensuring good financial and operational performance.

Martin Temple
Chair
May 2018

TERMS OF REFERENCE

FINANCE AND PERFORMANCE COMMITTEE

1. PURPOSE

- 1.1 The Finance and Performance Committee is a formal Committee established by the Board of Directors (along with the Healthcare Governance, Human Resources & Organisational Development, Audit and Remuneration Committees).
- 1.2 The Finance and Performance Committee will interface with the other Board Committees and the Trust Executive Group.
- 1.3 It will also have particular regard to the work of the Business Planning Team, the Capital Investment Team, the Making It Better Programme and the Chief Executive Efficiency Programme PMO.

2. DUTIES/RESPONSIBILITIES

- 2.1 On behalf of the Board of Directors, to give detailed consideration to the Trust's financial and performance issues in order to provide the Board with reassurance, information on key issues and clear decision points.

In doing so the Finance and Performance Committee will review in detail and propose action on:

- (a) The Trust's financial plans and strategies (revenue, capital and working capital).
 - (b) The Trust's service plans and performance in delivering service targets.
 - (c) The Trust's efficiency/productivity plans and processes.
 - (d) The Trust's in-year financial and service performance, and plans for corrective action.
 - (e) The content of financial, service and performance reports to the Board.
 - (f) Other key financial/service initiatives such as the IT Programme, Procurement, etc.
- 2.2 To give early strategic consideration to significant business cases/capital investment proposals to ensure that they are developed in an appropriate way.
 - 2.3 To consider key financial policies, issues and developments to ensure that they are shaped, developed and implemented in an appropriate way.

2.4 To give early strategic consideration to key service and operational issues and developments.

2.5 To consider financial and performance submissions (plans and in-year monitoring returns) to NHS Improvement and responses; and to ensure that the relationship with NHSI is managed appropriately.

2.6 To oversee the financial, service and performance issues for the Trust in respect of the STP and Sheffield Place Based Plan.

3. ACCOUNTABLE TO

Board of Directors

4. REPORTS TO AND METHOD (INCLUDING MINUTES CIRCULATION)

Provides Minutes of Meetings to the Board of Directors.

Circulation: - Members of the Finance and Performance Committee and Board of Directors

5. MEMBERSHIP - NAME/DESIGNATION/CHAIR OR DEPUTY

➤ Members

NAME	DESIGNATION	CHAIR/DEPUTY
Tony Buckham	Non-Executive Director	
Andrew Cash	Chief Executive	
Anne Gibbs	Director of Strategy & Planning	
Kirsten Major	Deputy Chief Executive	
Dawn Moore	Non-Executive Director	
Tony Pedder	Chairman	Deputy
Neil Priestley	Director of Finance	
Martin Temple	Non-Executive Director	Chair

➤ In attendance

NAME	DESIGNATION
Catherine Proudfoot	PA to Director of Finance

➤ Standing Invitation

NAME	DESIGNATION
Hilary Chapman (re Infection Control)	Chief Nurse

➤ Serviced by

NAME	DESIGNATION
Catherine Proudfoot	PA to Director of Finance

➤ Lead Officer (If applicable)

NAME	DESIGNATION
Neil Priestley	Director of Finance

6. QUORUM

Four members, of which at least one must be a Non-Executive Director.

7. MEETING FREQUENCY (MINIMUM IF APPLICABLE)

7.1 The Finance and Performance Committee will meet monthly.

7.2 However, it may have additional ad hoc meetings as required when certain key issues necessitate.

8. DATE TERMS OF REFERENCE WERE APPROVED

8 May 2018

9. REVIEW DATE

Updated yearly as part of the annual report.

10. PROCESS FOR REVIEWING EFFECTIVENESS

The effectiveness of the Committee will be monitored on an annual basis via the following:

- Review of the Terms of Reference
- Review of attendance rate of members
- Production of an Annual Report and Work Plan.