

## Minutes of a Meeting of the AWP NHS Trust Finance and Planning Committee

Date: 24 June 2014

Venue: Seminar Room 4, Jenner House.

These Minutes are presented for **Approval**

### Members Present

Lee O'Bryan – Non-Executive Director (Chair)  
Tony Gallagher – Chair of the Trust and Non-Executive Director  
Kristin Dominy – Director of Operations

### Staff In attendance

Alexander Lauder-Bliss - Governance Support Officer (Minute Taker)	Fiona Bell - Head of Programme Management Office
Simon Bruce - Directorate Accountant, Specialist SDU	Pippa Ross-Smith - Deputy Director of Finance
Suzanne Howell - Managing Director North Somerset	Peter Wilson - Head of Business Development
Paul Townsend - Managing Director, Specialised and Secure Services	Nic Robinson - Project Manager
John Ridler - Financial Controller	Alison Howard-Evans - Head of Information Systems and Technology

Action

### FP/14/022 - Apologies

1. Apologies were received from Sue Hall..

### FP/14/023 – Declaration of Interests

1. In accordance with AWP Standing Orders (s7.1) members present were asked to declare any conflicts of interest with items on the Committee Agenda.
2. None were declared.

### FP/14/024 – Minutes/summary of previous meeting

1. The minutes of the previous meeting of 23 May 2014 were received and approved as accurate.

### FP/14/025 – Matters Arising from the Previous Meeting

1. The Matters Arising Log was received by the Committee and approved with the following changes:

2. 4.2; CIP Update; FB informed the Committee that the CIPs went to the Quality and Standards Committee on 17 June 2014. The Committee was assured that all the CIPs have used the initial Impact Assessment screening tool. The Chair will ask Chair Quality and Standards Committee if current level of QIA is sufficient.. TG raised the issue that if QIAs are not done early enough, there could I be mid-year need to identify additional CIPs... It was recommended that the Trust remains mindful on the QIAs of the CIPs as external auditors were critical about the previous year's CIPs.
3. The Committee resolved for the Chair to bring this issue to the June 2014 Board meeting with a view to review the process with a potential internal audit.
4. FP/14/014; Bed Management/Repatriation; KD updated the Committee on the current status of the Trust in regards to bed management and the move toward repatriation..
5. A new process is being explored for efficient and effective bed management..
6. KD outlined the main objective to bring the occupancy levels down to create more capacity.
7. The Committee resolved to include Out of Area costs on the next Finance Report to keep track of the spend compared to the previous financial year.
8. FP/14/015; Finance Report; Marked as complete.
9. FP/14/015; CIP; The Chair informed the Committee that there is on-going liaison with Susan Thompson. KD is reviewing with localities, working with PRS for a particularly close look at Bristol with review at the next Finance and Planning Committee.
10. FP/14/016; IBP; Marked as complete.
11. FP/14/021; Estates Strategy; To be discussed under FP/14/036.

**FP/14/026 – Specialised and Secure Services Locality Performance**

1. The Committee welcomed PT and commended his report.
2. PT provided a brief overview of the data included in the report.
3. PT outlined the major redesign process being undertaken for Secure Services giving a predicted saving of £700,000 over 2 years.
4. Underspend in M2 for Pay and Non-Pay with accountancy issues causing income to be unrealistically high.
5. Currently, bed occupancy in Low Secure is over 100%, which needs resolving.
6. CIP plans are on target to deliver.
7. Sickness absence in secure is below the Trust target which, historically, has not been the case. This was commended as the result of a solid effort from

management. This has led to significant CIP savings.

8. The staffing review initial cost estimate of £800,000 has been reduced to £400,000 after a close review with the redesign gearing toward the multi-disciplinary team going to ward level.
9. PT gave an overview of the data in the report about Specialised Services including redesign.
10. The Committee was informed that figures were slightly behind on EDU beds and reduction of sickness. There are plans to secure the sale of the Eating Disorder bed with a potential for uptake.
11. Sickness is a challenge in specialised due to small teams working across wide areas, particularly with Southern Prisons going through a retendering process.
12. Overall, the SDU is forecast to breakeven.
13. The Committee flagged an issue with reference costs and the Chair stated he would like to see more evidential data with meaningful like for like benchmark data.
14. TG expressed concern over the decision to not tender in Dorset with PT highlighting issues around finding a partner willing to bid for the whole system.
15. The Committee was reassured that the sickness absence was not due to the implications of redesign, but was due to performance management , dismissals and returns to work.

**FP/14/027 – Month 2 Report**

1. JR gave a high level summary of the figures on the M2 report.
2. The figures showed ahead of plan with forecast on track.
3. Opportunities were included in section 1.2 as requested at the last Committee meeting.
4. There is a gap between Risks/Opportunities.
5. TG requested a tighter look at the Risks/Opportunities to identify ways to close the gap to ultimately break even.
6. The Committee were informed that the Executive Team is having on-going discussions on the Safer Staff model, specifically around a need for refinement and ownership by locality.
7. It was recommended that internal reconciliation was needed with localities and then to progress to a discussion with Commissioners.
8. The Committee noted that the budget had no new major changes/transfers or changes with political impact.
9. Disposal plans are on track with one reaching completion.

Minutes Prepared for the meeting of Finance and Planning Committee dated 24.06.2014

Sponsored by the Chair

Agenda Item:

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10. The Committee was asked to consider the allocation of funds to three portakabins as per the Bristol tender work-plan.
11. Concerns were raised that spend on portakabins was not value for money but the Committee was reassured of the resale value and that it was accounted for the Bristol Work-Plan.
12. The Trust's risk rating is 3, which is forecast for the rest of the year as per plan.
13. A meeting has been arranged between the PFI provider and Sue Hall in the near future.
14. TG informed the Committee that the CQC recommended a review of the Trust's Capital Plan, and that more pressure needs to be placed on the PFI provider.
15. The Committee agreed the recommendations in the paper.

**FP/14/028 – CIP Update 14/15**

1. FB presented the CIP report to the Committee.
2. All LDUs reported were rated as green.
3. FB outlined the end of Q1 plan to review the CIPs and to tighten the delivery and ensure that CIPs are on target. This was recommended in light of Wiltshire's early delivery and Swindon's challenge around LIFT.
4. £121,000 YTD over delivery but YE forecast on track.
5. The Chair asked for assurance that there was a fall-back contingency if CIPs begin to slip/delay given the more challenging set of targets from Q2.
6. KD agreed that the CIP curve was steep in some LDUs.
7. FB provided assurance that the curve was accentuated by the smaller figures.
8. The Chair commended the ownership of the CIPs by locality but the Committee recommended that the any contingency plan be driven by corporate savings as opposed to localities.
9. The report was noted with the Committee content to recommend an end of Q1 review.

**FP/14/029 – Commercial and Tendering Report**

1. PRS provided a brief update on the Trust's position on Tendering.
2. No tenders have been awarded or lost. Current Tenders are progressing well.
3. The Committee was informed that the PaCMan meeting has begun to review all the Trust's contracts for both procurement and income.
4. The Minutes for the latest PaCMan were presented to the Committee to

note.

5. The report was noted by the Committee.
6. The Committee resolved to bring this report back at the next Finance and Planning for in-depth discussion with Sue Hall.

**FP/14/030 – Bristol Tender**

1. PRS gave a verbal update on the Bristol tender.
2. The project is working through transitional costing to evaluate the Trust's position at the end of Q1.
3. TG raised that at the last Trust Wide Engagement Group, it was discussed that travel expenses may become a financial risk for the Bristol Tender and on-going discussion is underway.
4. It was resolved that this item will be discussed with the previous at the next Finance and Planning Committee meeting.

**FP/14/031 – Quality and Performance Report**

1. The Committee was joined by NR, AHE, and PW.
2. The Committee received the Quality and Performance Report.
3. KD asked the Committee to note that many of the indicators remain green with no significant changes that are of risk to quality.
4. The Committee noted that the referral to memory services indicator was red due to new targets.
5. Several of the indicators are under construction and shown in grey.
6. TG requested that the CPA numbers are still to be reported to the Committee despite the status of the indicators so that the Committee can be sighted on these factors and assurance can be provided.
7. There was some discussion around the effectiveness of CAMHS integration and the Committee commended the approach taken as it had a positive effect on the indicators.

**FP/14/032 – Update on Business Planning**

1. The Committee noted the appointment of Malcolm Sinclair in his new role as Interim Head of Strategy.

**FP/14/033 – TDA Return Month 2**

1. The TDA Return Month 2 was received and approved by the Committee.

**FP/14/034 – IBP Update**

1. In Kerry Geoghegan's absence, correspondence was provided to the

Committee to update on IBP.

2. The Committee noted that the IBP and LTFM were submitted on time to the TDA as required with convergence from CCGs and NHS England. Both printed and electronic version of the final document will be available shortly. A full analysis of the process with lessons learned will be available for the meeting of the Committee in July 2014.

**FP/14/036 – EPR Final Business Case**

1. NR presented the EPR Final Business Case to the Committee.
2. NR informed the Committee that out of the options to go in-house, back to paper records, or to procure a new system, the latter was best value for money.
3. The figures included in the report covered a 5 year contract followed by a period of 5 years on a rolling 1 year contract.
4. The advantages for going to Severlik, the suppliers of RiO is that it allows greater scope in tailoring the system to the need of the Trust.
5. PRS informed the Committee that another business case would be raised shortly to accompany the EPR Business Case; the Data Centre Business Case.
6. The Chair expressed concern around approving a business case with such a large financial cost without appropriate financial and operational concurrences, and asked for these to be obtained, and a clearer justification provided of the decision to develop a system with bespoke elements as opposed to off the shelf.
7. The Committee resolved to have the EPR Business Case come back to the Finance and Planning Committee at an extraordinary meeting to deliberate in detail.
8. The report was requested to show a clear financial concurrent, an operational concurrent, evidence for clinician buy-in, and greater understanding for a base version against an optimised EPR system.

**FP/14/035 – CAMHS Strategy**

1. PW presented the CAMHS strategy.
2. PW outlined that the Trust does not currently provide CAMHS and the strategy will outline the Trust's position moving forward.
3. Strategy outlines the trust's position moving forward including to go to market for Tier 3 and 4.
4. The report was positively received and the Committee commended the content.
5. TG raised the need to hire additional high-level staff to bridge the gap in skills for CAMHS.

6. The Committee noted the strategy and approved its recommendations.

**FP/14/037 – Estates Strategy**

1. The Committee resolved to have the Estates Strategy come to the next Finance and Planning Committee in July 2014.

**FP/14/038 - Any other Business**

1. A brief discussion was had on the Estates Strategy and the Committee's expectations of seeing the strategy more integrated into the Trust, and also a version presented with tracked changes.

**Evaluation**

1. The Committee gave an average score of 4.