

Minutes of Finance and Planning Committee Meeting

Held on Friday 21 September 2012

Seminar Room 4, Jenner House

<p>Committee members Present:</p> <p>Alison Paine (AP) - Non-Executive Director (Chair) Tony Gallagher(TG) - Trust Chair Sue Hall – Interim Director of Finance Andy Sylvester (AS) - Executive Director, Operations</p>	<p>Apologies</p> <p>Emma Roberts (ER) – Company Secretary Denise Claydon (DC) – SD Liaison and Later Life SBU Peter Greensmith (PG) – Non Executive Director Paul Miller (PM) – Acting Chief Executive Carol Bowes (CB) - Acting Service Director, Specialised and Secure SBU</p>
<p>In attendance:</p> <p>Pippa Ross-Smith – Deputy Director of Finance Kristin Dominy (KD) – Service Director, Specialised Drug and Alcohol Services David Colyer (DC) – SD Adult Acute Inpatient SBU Kevin Connor (KC) - Interim Service Director, Adult Community SBU Peter Wilson (PW) – Head of Business Development & Bids Kerry Geoghegan (KG) – Business Development Manager, S&S Calum Meikeljohn (CM) – Operational Services Manager, S & S Jane Britton (JB) – Foundation Trust Programme Director Suzanne Webb – Directorate Accountant</p> <p>Louise Hussey (LH) - Assistant Company Secretary <i>(Minute taker)</i></p>	

Item		Name
1	<p>Apologies</p> <p>Paul Miller, Peter Greensmith, Emma Roberts, Denise Claydon, Carol Bowes</p>	
2	<p>Minutes of the meeting on 17th August and matters arising not on the agenda elsewhere</p> <p><i>Commercial Activities Update</i></p> <p>- <i>SDAS potential upstream issues</i></p>	

Item		Name
	<p>agreed that the Quality and Safety Committee should co-ordinate the work on this and that Andy should produce a short paper on the current position to go to Q & S.</p> <p>It was also agreed that the funding implications of the current position both in year and in the future should not be lost and that this committee should be updated on these.</p> <p>- AOB</p> <p>Andy confirmed that the majority of service users are seen in the Community at some point. He asked for further context on the information required.</p>	<p>AS/SH</p> <p>PG</p>
<p>3</p>	<p>Fit for the Future Committee Responsibilities</p> <p>The committee considered the objectives within its remit on the Fit for the Future Implementation Plan.</p> <p>Jane Britton summarised the position following the Internal Audit (IA) assessment of the plan.</p> <p>It was noted that it has been recommended that a number of actions in the medium term should be strengthened.</p> <p><i>1.3b Scoping Service Line Management</i></p> <p>IA have recommended that there should be an implementation plan for SLM which should be taken forward to the medium term. It was noted that a number of recommendations related to SLM will be picked up within the proposed structure for New Ways of Working (NWW) and the implementation of the new finance ledger. Sue Hall noted that Monitor are moving away from SLM as a term and are happy for organisations to implement whatever service line methodology is most appropriate to their needs.</p> <p>The committee confirmed that it is assured that NWW is the process whereby the Trust will evolve its business units and localities and that it is comfortable with progress made.</p> <p>Jane noted that she and Sue Hall will look at a re-draft of Action 14 in the Medium Term - <i>Implement decentralisation and Service Line Management (SLM)</i> and associated timelines to be taken to the Board and this committee. It was confirmed that the medium term action is intended to conclude and embed this process within AWP.</p> <p><i>11.1/11.2 – Major business opportunities and improved management of change/Management of Change</i></p> <p>Actions to meet these objectives in the short term are on the agenda of this committee today.</p> <p><i>13 – Implement Localism</i></p> <p>The on-going locality work of Area Directors was welcomed.</p>	<p>JB/SH</p>

Item		Name
	<p><i>31 – Trust 5 year Strategy</i></p> <p>Jane noted that there should be further thinking on milestones for delivering the FT programme after the meeting with the DH on 2nd October.</p> <p>It was confirmed that Internal Audit are content with the short term actions within this committee’s remit noting that 11.1 and 11.2 will be reviewed following this meeting.</p>	
4.	<p>SBU Business Development Planning</p> <ul style="list-style-type: none"> - Update on SDAS business plan – 2012-13 <p>Kristin Dominy presented an update on the SDAS business plan 2012 – 2013.</p> <p>The committee noted progress against the 2012-13 SDAS priorities.</p> <ul style="list-style-type: none"> - <i>To fully integrate SDAS and CJLS</i> <p>It was noted that this had been extremely successful and brought benefits to the service, including opportunities to tender for new and existing business across all stages of the offender pathway. Peter Wilson will follow up with Kristin on the potential for this project being put forward for a HSJ award.</p> <ul style="list-style-type: none"> - <i>To undertake a care pathway review using Experience Based Design</i> <p>The ‘Shared Voice’ pilot is reaching its conclusion in Bristol and included a final workshop on 12th September. This project has captured the ‘lived’ experience of service users and offers insight into good and bad experiences. Learning from this will be taken forward by the SBU into the rest of the service.</p> <ul style="list-style-type: none"> - <i>To embed recovery within clinical practice</i> <p>A workshop in July with a relatively new team of Recovery Support Workers established what is working well and not so well in their newly developed role. A series of actions have come out of this to embed the recovery agenda in the SBU.</p> <ul style="list-style-type: none"> - <i>To be successful in forthcoming tenders</i> <p>Kristin noted the SBU’s disappointment at coming second in the Devon prisons tender process. She underlined that the commercial partnership with Care UK remains strong. She outlined progress in other areas including HMP Isle of Wight, the Bournemouth DAT and B&NES community drug services.</p> <p>Calum Meiklejohn offered his perspective of working in Hounslow with the Feltham prison service, to inform the tender process in SDAS.</p> <p>Kristin underlined that the SBU is on track with these priorities and that she will present a paper on the SDAS Business Plan at the next meeting of the committee.</p>	<p>PW</p> <p>KD</p>

Item		Name
	<p>Alison Paine and Tony Gallagher welcomed the positive work being done in the SBU. Kristin confirmed that the 'Shared Voice' experience will be presented to the Trustwide Management Group at the beginning of October to share lessons to be taken forward into the organisation.</p> <p>Jane Britton noted that this work is part of an objective being monitored by the Quality and Safety Committee and that the action is not yet complete in the short term, to roll this out to the S & S SBU. It has been recommended that the roll out plan be moved into the medium term action plan. The committee noted that whilst resource has been an issue it has been found to be a less straightforward process than imagined as this initiative will work differently across different areas of the organisation.</p> <p style="text-align: center;">- Specialised and Secure Business Plans 2012-13</p> <p>Kerry Geoghegan and Calum Meiklejohn attended to update the meeting on the Specialised and Secure Business Plans 2012-13.</p> <p>It was noted that, following a meeting with Alison Paine earlier in the year, further development has been done on the business plans and her suggested structure has been used to draft a business development strategy for 2012-15. It was underlined that this document was work in progress.</p> <p>The committee noted the work on the SBU Business Development priorities, Low and Medium Secure market analysis, a Clinical Engagement Strategy for Business Development and an SBU Quality Improvement Plan.</p> <p>Alison thanked Kerry for the amount of work she had done on developing these plans. It was heartening to see a real attempt to analyse the market for each specialised service. However there was so much detailed analysis presented it was difficult to perceive what the SBU's overall strategy was across all aspects of its business.</p> <p>Kerry highlighted that Appendix 4 of the Business Development Plan identifies business models by care pathways and demonstrates the wide portfolio of business within the SBU</p> <p>It was acknowledged that in revising this as a high level document the specifics of the plan had got lost in the process.</p> <p>The level of focus that Kerry had brought to the development of these plans was welcomed and it was agreed that the marketing strategy identified at Appendix 2 to the Plan had gone some way to identifying a way forward for the disparate businesses within the SBU. Kristin Dominy noted that the specialised support provided by Kerry could be a useful resource for other SBUs.</p> <p>It was discussed that the breadth of the portfolio within the SBU could be a limiting factor in developing a business strategy. Tony Gallagher identified that a portfolio analysis of small services being managed across the Trust would be helpful in establishing priorities.</p>	

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	<p>The reference costs quoted within the market analysis and business strategy were discussed. It was acknowledged that a great deal of work had been done on this with little supporting resource, and that better financial information would enable more accurate competitive costings. Pippa advised that such information is available and she would look at how to provide SBU's with more financial support in their strategic planning.</p> <p>It was also agreed that the Trust should be in a position to prove that, if reference costs are high, the pathway is cost effective.</p> <p>Alison asked whether the SBUs understood what the next steps for their business plans are, noting that the current annual plan template does not lend itself to updating. It was suggested that quarterly updates to this committee would be helpful and that the annual plan template should be amended to facilitate this.</p> <p>It was noted that the recently appointed fixed term marketing consultant would be developing a Trustwide marketing strategy which would contribute to the development of business planning within the organisation. The gathering of market intelligence for the Trust and the analysis of CCG intentions were important pieces of work to be done.</p> <p>It was agreed that, in terms of the next steps for the Specialised and Secure business unit, Andy Sylvester and Kerry would present a paper to the next meeting of this committee expanding on the care pathways by business models at Appendix 4 and focussing on core objectives over the next three years. It was agreed that the finished product would be a useful template for the other SBUs and would enhance a consistency of approach.</p> <p>It was agreed that the marketing consultant, Henry McNeil, should attend the next meeting of this committee, as he will be in a position to pull together the body of knowledge within the SBUs that will inform Trust strategic business planning. Sue Hall agreed to circulate further background information on Henry McNeil to the committee.</p>	<p>PRS</p> <p>PRS</p> <p>AS/KG</p> <p>SH</p>
<p>5.</p>	<p>Annual Business Planning Cycle</p> <p>Sue Hall presented a number of documents related to business planning, including papers on the Business Planning Process, Procedures for the Development of Business Cases and Project Management Guidance.</p> <p>It was noted that the key document is that on the Business Planning Process which outlines mechanisms for planning, implementation and monitoring. All papers had been sent out in draft to a number of key people for comment.</p> <p>Jane Britton asked for a clear statement on project accountability and governance. Pippa Ross-Smith noted that this is will be included in Appendix 6 of the Procedure for the Development of Business cases which will be finalised following the output from this meeting.</p> <p>It was agreed that the Business Planning template should be amended to reflect analysis of the external market.</p>	<p>PRS</p>

Item		Name
	<p>The method for refreshing 5 year Business plans was discussed and it was considered whether this should be refreshed in the manner of a 'rolling forecast' or, if regularly updated, how accountability for original plans would be monitored.</p> <p>Sue Hall warned against confusing a 5 year plan with a 1 year Long Term Financial Model (LTFM).</p> <p>Tony Gallagher observed that the Trust needs to clarify its philosophical approach to the rolling forward of 3 – 5 year business plans. Should (say) a 5 year plan be updated each year to add a new year, or monitored year on year against the original objectives? If the latter when is the next 5 year plan to be produced? This subject needs discussion and the conclusions incorporated into the business planning process.</p> <p style="text-align: center;">- Fit for the Future Implementation Plan – Short Term Actions</p> <p><i>11.1 – Major business opportunities and improved management of change</i></p> <p><i>11.2 – Management of change</i></p> <p>The committee reviewed the Business Planning Process in terms of these two FFtF actions.</p> <p>It was agreed that there is sufficient evidence to demonstrate that the Trust has implemented 11.1.</p> <p>The committee discussed the evidence relating to 11.2 and the governance processes relating to the commissioning of projects.</p> <p>Alison noted that there should be a mechanism for the reviewing of business cases post-implementation. It was agreed that an updated template should be developed to reflect this.</p> <p>The committee confirmed that they were assured of the evidence for 11.2 although Jane Britton cautioned that there may be insufficient evidence to demonstrate proper support of significant change projects and governance of existing projects without business cases.</p>	<p>SH/ PRS</p> <p>PRS</p>
6	<p>Service Redesign on-going scrutiny (IMP Board responsibility)</p> <p>The committee received this report to brief it on the progress in introducing the redesigned service.</p> <p>The committee was updated on progress against the various projects since the dissolution of the IMP Group.</p> <p>It was requested that in future there should be more emphasis on the financial information around the delivery of projects and that this should be available for the next meeting.</p> <p>Alison noted that it would be useful to have sight of the original project plans at the same time.</p>	<p>AS</p> <p>AS</p>

Item		Name
	<p><i>Project 4/5</i></p> <p>Tony Gallagher queried the issue of the lack of Choose and Book availability for the proposed ADHD service in Wiltshire given that the Trust had bid for the contract. It was confirmed that the customer is satisfied with the outcome and has given us 6 months to implement Choose and Book. It was noted that Choose and Book is a process that the RiO system can accommodate.</p>	
7	<p>Commercial Strategy – Tendering and New Business Opportunities</p> <p>The committee received this report which identified current and potential new business opportunities.</p> <p>Peter Wilson further updated the meeting that the Trust has been successful in the AQP process with NHS Bristol and South Gloucestershire for the provision of a range of psychology therapies for patients requiring additional care beyond level 1.</p> <p>The committee welcomed the new contracts won and the work ongoing in relation to new business opportunities.</p>	
8	<p>Finance & Performance Report – Month 5</p> <p>The committee received this report which presented the Trust’s financial position for the year to 31st August 2012 and included a proposed way forward for performance reporting in support of financial reporting.</p> <p>It was noted that, at Month 5, the Trust has achieved a year to date surplus of income over expenditure of £395k which is £6k behind the plan. The forecast for year end is to deliver a surplus of £1m as per the plan.</p> <p>Sue Hall highlighted the slippage of CRES plans and the non-identification of 2.5m of these plans. She noted that together with Andy Sylvester, she had met with Service Directors and Directorate Accountants to understand their position in relation to these. The Trust is looking at what it can do differently going forward.</p> <p>The committee considered the suggested format for the performance reporting within this report. It is expected that the identified indicators will contribute to better understanding of business performance.</p> <p>This way forward was welcomed.</p> <ul style="list-style-type: none"> ○ Decisions requested <p>The committee considered the decisions requested of it to ratify and agree.</p> <ul style="list-style-type: none"> - <i>Allocation of £543k SHA Topslice funding to Operations</i> <p>The Finance & Planning Committee are asked to agree that the £543k that is not being clawed back for 2012/13 Topslice funding is allocated to the contingency reserve. This is covered in section 4.3 of the report.</p>	

Item		Name
	<p>The committee agreed this proposal.</p> <ul style="list-style-type: none"> - <i>Capital Programme and Disposal Decisions</i> <p>The Finance & Planning Committee are asked to ratify and forward on to the Trust Board the IPG recommendations below for inclusion of these schemes into the 2012/13 capital programme. These are covered in more detail in Section 6 of the report.</p> <ul style="list-style-type: none"> o Agree the revisions to the authorised capital envelope as detailed in sections 6.2 and 6.3. o Agree the new capital bids for the Transfer of Liaison & Later Life accommodation to Amblescroft (£178k) and for the Extra Care Area to Sycamore Ward at Hillview Lodge (£175k). o Agree the drawdown of the £5k feasibility for the Wiltshire Hub. o To include the proposed sale of the Speedwell property in the 2012/13 disposal programme. <p>The committee agreed to ratify and forward on to the Trust Board these recommendations.</p>	
	<p>Date and Time of next meeting</p> <p>25th October – 9.00am</p>	