



Cover Sheet

Council of Governors Meeting: Tuesday 30 April 2024

CoG2024.10

Title: Performance, Workforce and Finance Committee Report

Status: For Information

History: Report from PWF to Council

Lead: Committee Chair

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Confidential: No

Key Purpose: Assurance

Performance, Workforce and Finance Committee Report

1. Purpose

- 1.1. This paper forms part of the Performance, Workforce and Finance Committee's regular reporting to Council of Governors, providing Council with a summarised report highlighting key Committee business and issues arising from its meetings.

2. Background

- 2.1. The remit of the Committee is to consider, for the Council of Governors, matters concerning the performance of the Trust against key standards and how the Trust's Board of Directors obtains assurance about this; matters concerning the planning and development of the Trust's workforce and how the Trust's Board of Directors obtains assurance about this; and matters concerning the Trust's financial position and planning and how its Board of Directors obtains assurance about this.
- 2.2. Since the last meeting of the Council of Governors the Committee held a meeting on 27 March 2024. Ms Flint, Ms Kapernaros and Mr Dean, Non-Executive Directors (NEDs), attended the meeting, answered questions from Governors, and provided comments. The main issues considered and discussed at this meeting are set out below.

3. Performance Standards Update

- 3.1. The Chief Operating Officer attended the Committee and provided an overview of the expected year-end position regarding performance standards.
- 3.2. The Committee heard that a great effort by staff was expected to deliver 76% against the ED four-hour wait standard for March. This was a substantial improvement from a figure of 55% in December and from the same period in the previous year. Ms Randall gave a summary of several of the key initiatives that were driving this improvement. The Committee discussed, in particular, investment in overnight consultant cover.
- 3.3. It was noted that the target had been to have no patient waiting over 78 weeks for elective treatment by the end of the year. As the year commenced around 37,000 patients were projected to fall into this category and it was now projected that all but 82 would be treated. The remaining patients breaching the target were doing so due to complexity of patient choice.
- 3.4. The Committee noted the update provided.

4. Annual Planning for 2024/25

- 4.1. The Chief Finance Officer provided the Committee with an update on the annual planning process for 2024/25 as part of the statutory requirement for consult with governors regarding the development of the Annual Plan.
- 4.2. The Committee heard that the process was substantially delayed as at that stage only provisional planning guidance had been issued.
- 4.3. Mr Dorsett outlined the key assumptions that were being made in relation to performance standards including having no patients waiting over 65 weeks by September, starting cancer treatment for 70% of patients within 62 days of GP referral, and achieving 77% against the ED standard. The Committee noted that performance was currently predicated on an assumption of no further industrial action.
- 4.4. On workforce it was expected that the Trust would stay on track with its existing workforce plan whilst aligning with the available resources and reducing temporary staffing.
- 4.5. The Committee heard that initial draft plans included a substantial deficit. It was expected that this would reduce but noted that expectations on the organisation from the full planning guidance were still not yet known. Mr Dorsett highlighted that the Trust had committed to a large efficiency target as part of its draft plan.
- 4.6. It was noted that the Chief Executive was driving the development of a three-year plan for the organisation which would provide a positive focus.
- 4.7. The challenging financial context across the BOB Integrated Care System was noted. The Committee discussed the difficulties caused by the complexity and uncertainty of the position at system level.
- 4.8. The Committee discussed the likely challenges of the coming year and the role of governors in managing messages with staff and communities.
- 4.9. Non-executive directors discussed how they had been involved in scrutinising the development of planning submissions and their assurance that the approach being taken was appropriate in difficult circumstances. It was recognised that ideally there would have been more opportunity for detailed scrutiny of detailed plans that had been permitted by the delayed process.

5. Plans for Future Schedule

- 5.1. It was noted that the Committee would aim to focus on workforce issues and, in particular, an update on the People Plan at its next meeting.

- 5.2. Committee members also noted an interest in hearing about the Trust's approach to Quality Improvement.

6. Recommendations

- 6.1. The Council is asked to note this report.