

## CHAIR'S KEY ISSUES

### ISSUES FOR REFERRING / ESCALATING TO BOARD / COMMITTEE / TASK & FINISH GROUP

**PART A:**

<b>ORIGINATING BOARD / COMMITTEE / TASK &amp; FINISH GROUP:</b>	Finance and Performance Assurance Committee	<b>DATE OF MEETING ISSUE RAISED:</b>	25 <sup>th</sup> April 2019
<b>CHAIR:</b>	Julie Parker	<b>LEAD EXECUTIVE DIRECTOR:</b>	Dawn Scrafield

Agenda Item No.	DETAILS OF ISSUE:	FOR APPROVAL / ESCALATION / ALERT / ASSURANCE / INFORMATION?	Board of Directors Update
2	<p>Theatres Productivity</p> <p>A positive account on the programme was presented, summarising the key findings to date and actions which have improved the productivity and efficiency of theatres. A significant part of the programme relates to the management of information, thus a product of this is improved data quality.</p>	Information	
8	<p>Financial Performance</p> <p>The year-end position for ESNEFT was broadly consistent with the forecast, with a small favourable improvement (£16.6m v £17m forecast). This position attracted £12.5m additional Provider Sustainability Funding (PSF), resulting in a deficit for ESNEFT of £4.1m and over the twelve-month period of £8.4m. It is a requirement for the accounts to absorb the rolled forward assets and liabilities from the cessation of Ipswich, which will result in the accounts reporting a surplus of £33m for the year-end. The absorption of Ipswich position does not attract PSF.</p>	Information	
9	<p>Cost Improvement Programme</p> <p>£33.8m of CIP delivery was achieved over the 12-month period CIP of, with £13.1m of this achieved non-recurrently.</p> <p>There is some improvement in the CIP plan for 2019/20, with £15.4m identified of £31.9m target, compared to £11.4m in March. Actions since the last Finance Committee provided some assurance on addressing the CIP gap, which also includes consideration of how additional support may assist in some key cost driver areas. Further work will progress in May to conclude the plan and ensure capacity is available to address the gap. The committee is concerned that there is still a considerable amount of work required to manage the risk of non-delivery.</p>	Escalation	

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10	<p>Review of Merger Benefits</p> <p>A summary of the merger benefits to date were considered by the committee and pulled together in one report performance improvements, financial benefits (£4.7m in year one) and the progress against the Post Transaction Implementation Plan. It is proposed that a Board discussion would assist in considering the risk management approach for the continued delivery of the expected merger benefits.</p>	Escalation	
11	<p>Performance</p> <p>In relation to outpatients it was highlighted that the development in the use of robotics has reduced the number of 'Do Not attends' for outpatients and released administrative resource in managing e-referrals received.</p> <p>ED performance was 93.5% for March, which was above the expected trajectory. Current performance is challenging, particularly post bank holiday period.</p> <p>Patients waiting over 104 days for cancer treatment is continuing to reduce – currently there are 20 patients, mainly waiting for tertiary referrals.</p> <p>RTT performance is steady, however full recovery is affected by the ongoing use of surgery capacity due to increased emergency demand.</p>	Assurance	
16	<p>Internal Audit Assurance Reports</p> <p>Costing Transformation Programme – A plan is in place to correct the issues and concerns raised in the report. All of the recommendations are expected to be completed on time, however there is a risk regarding the data matching recommendation, which is dependent on external factors.</p> <p>Contract management – The key concerns related to the storage and retention of contract documents. The establishment of an electronic system addresses the recommendations.</p>	Assurance	

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12, 13, 14, 15, 17	<p>Other Matters Considered by the Committee:</p> <ul style="list-style-type: none"> <li>• Capacity Modelling</li> <li>• Accountability Framework</li> <li>• STP Capital Update</li> <li>• Transformation Report</li> <li>• Finance &amp; Performance Committee Annual Report – Priorities for 2019/20 were considered for inclusion:               <ul style="list-style-type: none"> <li>○ Capacity Planning to incorporate</li> <li>○ Sustainably delivering the CIP</li> <li>○ Commercial growth and developments in the context of the changing commissioning landscape</li> <li>○ Medium Term Planning for Performance in the context of the development of the Strategy - being clear about our ambition for performance improvement</li> <li>○ Medium Term Planning for resources – What do we expect the impact of future decisions and economic changes to have on our financial plans.</li> </ul> </li> </ul>	Information	
<b>DATE COMPLETED AND FORWARDED TO SEC OF RECEIVING BOARD / COMMITTEE / TASK &amp; FINISH GROUP:</b>			