

Board of Directors Meeting in Public - Cover Sheet

Subject:	Financial Improvement Performance				Date:	5 th December 2024
Prepared By:	Richard Mills, Chief Financial Officer					
Approved By:	Richard Mills, Chief Financial Officer					
Presented By:	Richard Mills, Chief Financial Officer					
Purpose						
To update the Board of Directors on progress in delivering the Trust's Financial Improvement Programme for Financial Year 2024/25.					Approval	
					Assurance	
					Update	X
					Consider	
Strategic Objectives						
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community	
				X		
Principal Risk						
PR1	Significant deterioration in standards of safety and care					
PR2	Demand that overwhelms capacity					
PR3	Critical shortage of workforce capacity and capability					
PR4	Insufficient financial resources available to support the delivery of services					X
PR5	Inability to initiate and implement evidence-based Improvement and innovation					
PR6	Working more closely with local health and care partners does not fully deliver the required benefits					
PR7	Major disruptive incident					
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change					
Committees/groups where this item has been presented before						
Executive Team (Weekly Updates) Finance Committee (Monthly Updates)						
Acronyms						
YTD – Year-to-Date I&I – Investigation & Intervention ICS – Integrated Care System						
Executive Summary						
<p>The Trust's financial plan for 2024/25 included an ambitious financial efficiency target of £38.5m, which included planned expenditure savings and income generation.</p> <p>A report to the November Finance Committee confirmed that YTD efficiency savings of £21.1m have been reported to the end of Month 7 (October 2024). This is £1.9m better than the planned savings of £19.3m over the period.</p> <p>Against the full-year efficiency target of £38.5m the Trust has identified planned savings of £39.7m. However, the risk adjusted 'weighted' forecast stands at £33.6m, i.e. 87.2% of the full-year target and a gap of £4.9m to the full-year target (as of 25th November 2024).</p> <p>Although a gap remains, the Trust continues to make positive progress in terms of developing and de-risking schemes. The weighted forecast has improved by more than 20% in the past two months and the percentage of schemes rated as Amber (50% delivery confidence) or below has</p>						

fallen by 18% over the same period. Both of these metrics are ahead of the targets that we set ourselves during the Investigation & Intervention (I&I) process.

Progress continues to be discussed through weekly Financial Efficiency meetings with senior responsible officers, as well as the weekly executive team and the weekly ICS financial efficiency meeting. The Finance Committee provides overview on progress on behalf of the Board of Directors.

Targeted work to reduce the remaining gap is ongoing and includes:

- Quantifying and enacting the outcomes of the I&I Phase 2 work, focusing on pharmacy and medicines optimisation.
- Quantifying, validating, and actioning all aspects of the procurement workstream.
- Initiating a 'Financial Efficiency' stocktake – the purpose of which is to help identify schemes which need targeted support.
- Agreeing an approach to the Business Case Review scheme (the value for which has currently been removed from the financial forecast).
- Using the NHSE produced 'I&I Lessons Learned' document as a 'checklist' to ensure we have considered every possible opportunity.

The Board of Directors are asked to note the contents of the update and the continued progress on delivery of the planned financial efficiency target for 2024/25.