

Safe & compassionate care,

every time

Public Board Wednesday 28th March, 2018

Details of the Paper

Title	Finance Board Paper, Month 11 February, 2018
Responsible Director	James Drury, Director of Finance
Purpose of the paper	To brief the board on the financial performance against plan, inform by exception areas of concern, and seek approval of corrective actions being taken.
Action / decision required (e.g., approve, support, endorse)	Board is requested to note the additional information reported with regard to the Control Total and revised plan, CIP delivery and the restrictions to the Capital Programme.

IMPLICATIONS AND ISSUES TO WHICH THE PAPER RELATES (PLEASE MARK IN BOLD)

<i>Patient Quality</i>	<i>Financial Performance</i>	<i>Operational Performance</i>	<i>Strategy</i>	<i>Workforce performance</i>	<i>New or elevated risk</i>
Legal	Regulatory/ Compliance	<i>Public Engagement /Reputation</i>	<i>Equality & Diversity</i>	<i>Partnership Working</i>	<i>Information Technology / Property Services</i>

ANNUAL OBJECTIVE

Which Strategic Objective/s does this paper link to?
Monitoring financial targets

Please summarise the potential benefit or value arising from this paper:
This paper informs Trust Board of the financial performance to date, potential forecast position and the risks associated with delivery.

RISK

Are there any specific risks associated with this paper? If so, please summarise here.	<i>Non-Financial Risk:</i>
	<i>Financial Risk:</i> Delivery of year end forecast, maintaining cash balances sufficient to service requirements.

LINK TO CARE QUALITY COMMISSION ESSENTIAL STANDARDS OF SAFETY AND QUALITY

Which CQC standard/s does this paper relate to?	Delivery of Statutory financial requirements. <i>(if you need advice on completing this box please contact the Director for Governance)</i>
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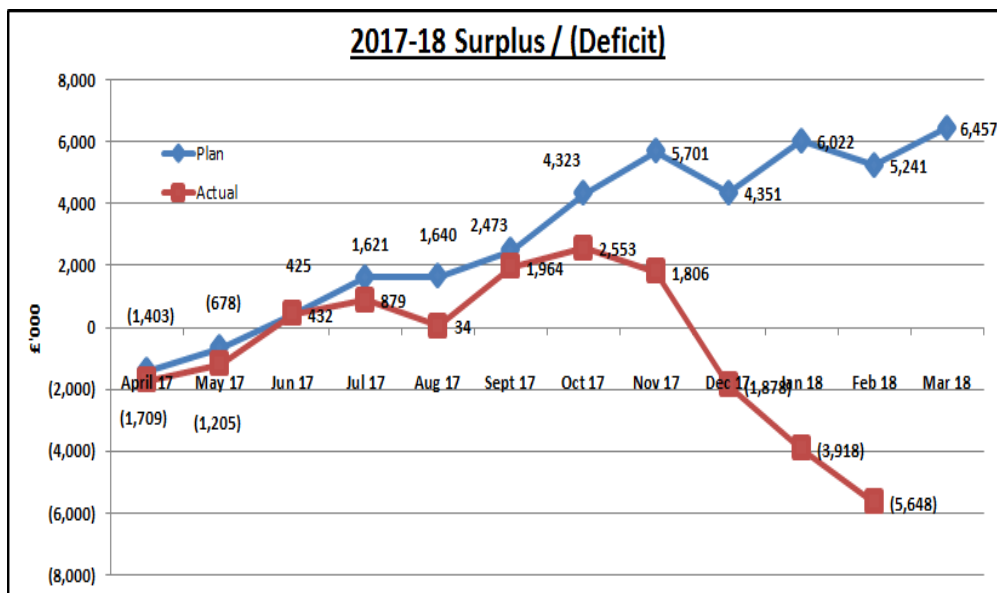
Author of paper: Wayne Preston, Deputy Director of Finance

Presenter of Paper: James Drury, Finance Director

Other committees / groups where this paper / item has been considered:
Finance and Business Performance Committee

Date of Paper: 21st February, 2018

Income & Expenditure Summary



Key Highlights

- Month 11 YTD performance is a £5.6m deficit, £10.9m adverse to operating plan and £0.8m adverse to forecast.
- Forecast outturn is a £3.2m deficit. Excluding all STF monies the forecast outturn is £5.7m.
- Income is £0.3m adverse to forecast YTD.
- The month 11 YTD position includes £2.5m sustainability and transformation funding. This relates to full delivery of Q1 STF and Q2 STF (excluding the A&E element of £509k).
- Risks to income relate to reconciliation of final SLAM for the period.
- Pay is in line with forecast at month 11 with spend totalling £228.5m YTD and non pay / other items is £0.5m adverse to forecast. Under delivery of CIPS continues to be the main driver behind the variances, with other key pressures in medical staffing, premises and non recurrent spend in the early part of the year.

Division	Total YTD £,000			Current Month WTE		
	YTD Budget	YTD Actuals	Variance	WTE Budget	WTE Actual	Variance
Integrated Medicine	28,913	30,767	✓ 1,854	1,047.28	1,039.58	7.70
Integrated Elderly Care	741	2,337	✓ 1,595	897.25	790.16	107.09
Surgery And Critical Care	13,394	8,325	✗ (5,069)	1,344.43	1,337.35	7.08
Women & Children	23,265	20,301	✗ (2,964)	909.73	862.53	47.20
Specialist Services	7,905	6,631	✗ (1,274)	976.24	948.44	27.80
Property Services	(40,508)	(40,641)	✗ (133)	111.15	94.22	16.93
Corporate Division	(24,023)	(32,785)	✗ (8,762)	535.01	530.01	5.00
Reserves	(4,447)	0	✓ 4,447	1.00	0.00	1.00
Technical Adjs	0	(583)	✗ (583)	0.00	0.00	0.00
Total	5,241	(5,648)	✗ (10,889)	5,822.09	5,602.29	219.80

Division	Forecast
Contract income	376,033
Other Income From Activities	6,839
STF	2,462
Other Operating Income	22,246
Donated Asset income	1,390
Total Income	408,970
Nursing Staff	(102,863)
Medical Staff	(66,993)
Non Clinical	(32,695)
Professional & Tech	(39,819)
Other Staff	(6,040)
Exec & Non Exec Dirs	(1,038)
Redundancy/Mars	(126)
Total Pay	(249,573)
Drugs	(41,556)
Clinical Supp Servs	(30,678)
Gen Supp & Servs	(829)
Establishment Exps	(4,063)
Premises & F Plant	(15,719)
Miscellaneous	(11,112)
Pfi	(21,424)
CNST	(9,867)
Total Non Pay	(135,247)
Owned Depreciation	(10,323)
Donated Depreciation	(1,252)
Interest Paid And Pdc Div	(15,702)
Interest Received	26
Total Other Adjs	(27,251)
Total	(3,101)
Technical Adjustments	(138)
Total	(3,239)
Total FC Excluding STF	(5,701)

Key Highlights:

1. The revised forecast outturn is a £3.2m deficit, £9.8m adverse to the control total plan.
2. The £3.2m forecast includes £2.4m Q1 & Q2 STF monies. Excluding STF, the forecast outturn is a £5.7m deficit.
3. The £9.8m variance to operating plan is being driven by non receipt of £6m STF monies, non delivery of £4.6m cost improvement plans and income above plan.
4. Within the revised forecast there is £3.5m risk.

Balance Sheet

Statement of Financial Position	Balance at 31st March 2017	Balance at 28th of February 2018	Movement from Opening Balance	Movement in month	FOT at 31st of March 2018
	£'000s	£'000s	£000s	£000s	£000s
NON-CURRENT ASSETS:					
Property, Plant and Equipment	262,724	263,565	841	(762)	263,703
Trade and Other Receivables	4,312	4,329	17	50	4,100
Assets held for Sale	325	-	(325)	-	-
TOTAL Non Current Assets	267,361	267,894	533	(712)	267,803
CURRENT ASSETS:					
Inventories	6,384	6,444	60	206	6,000
Invoiced Receivables	10,977	11,275	298	(375)	12,000
Accrued Income and Prepayments	13,449	20,057	6,608	(673)	19,500
Other Receivables	3,037	2,920	(117)	456	2,500
Other Current Assets	146	12	(134)	(12)	147
Cash and Cash Equivalents	3,975	1,989	(1,986)	35	1,920
TOTAL Current Assets	37,968	42,697	4,729	(363)	42,067
TOTAL ASSETS	305,329	310,591	5,262	(1,075)	309,870
CURRENT LIABILITIES					
Trade and Other Payables	(28,151)	(38,363)	(10,212)	(3,028)	(35,831)
Other Liabilities	(24)	(196)	(172)	(80)	(142)
Provisions	(443)	(449)	(6)	(15)	(600)
Liabilities arising from PFIs/Finance Leases					
DH Working Capital Loan - Revenue Support	(3,114)	(938)	2,176	247	(2,429)
Capital Investment Loan	(1,142)	(1,142)	-	-	(1,142)
	(723)	(723)	-	-	(723)
Total Current Liabilities	(33,597)	(41,811)	(8,214)	(2,876)	(40,867)
NET CURRENT ASSETS/(LIABILITIES)	4,371	886	(3,485)	(3,239)	1,200
TOTAL ASSETS LESS CURRENT LIABILITIES	271,732	268,780	(2,952)	(3,951)	269,003
NON-CURRENT LIABILITIES:					
Trade and Other Payables	(312)	(312)	(0)	-	(312)
Other Liabilities	(314)	(314)	-	-	(314)
Provisions	(1,240)	(1,240)	(0)	32	(999)
Liabilities arising from PFIs/Finance Leases					
Non Current	(58,383)	(58,482)	(99)	(100)	(54,900)
DH Working Capital Loan - Revenue Support					
DH Capital Loan	(37,196)	(38,569)	(1,373)	2,200	(42,098)
	(5,054)	(4,693)	361	-	(4,332)
Total Non-Current Liabilities	(102,499)	(103,610)	(1,111)	2,132	(102,955)
ASSETS LESS LIABILITIES (Total Assets Employed)	169,233	165,170	(4,063)	(1,819)	166,048
TAXPAYERS EQUITY					
Public Dividend Capital	181,951	182,951	1,000	-	182,951
Retained Earnings reserve	(49,787)	(50,403)	(616)	(89)	(53,984)
In Year I&E	(1,197)	(5,648)	(4,451)	(1,730)	(3,239)
Revaluation Reserve	38,266	38,270	4	-	40,320
Total	169,233	165,170	(4,063)	(1,819)	166,048

Capital Plan

<u>Resources</u>		<u>Planned Spend</u>	
Depreciation	11,774		
IFRIC	(2,753)	Property Services	6,700
		PS externally funded	(1,000)
Financing	(943)	IT	2,346
		Medical Equipment	3,377
Base CRL	8,078		
		Salaries	261
Donated Charity	2,154	Other	191
Internally generated	10,232		11,875
PDC	1,432	PDC - GP Streaming	1,000
Loan - Theatre Infrastructure	2,500	Loan - delayed until 2018/19	0
Loan not drawn down	(2,500)		
Sub Total	11,664	Forecast Capital Spend	12,875
<u>Additional CRL</u>			
Anaesthetic Machines	944		
Innovation Hub	50		
Novartis Funding	260		
Fuds Available	12,918		12,875
		Variance to funding envelope	43

TRUST BOARD 28 MARCH 2018

Details of the Paper

Title	Draft Financial Operating Plan
Responsible Director	James Drury. Finance Director
Purpose of the paper	To inform the Board of the Draft Operating Plan as submitted to NHSI on 8 th March 2018, and the proposed Month 1 budget for approval. The revised Operating Plan will be presented to FBPC once contracts are finalised, and will be submitted to NHSI on 30 th April 2018.
Action / decision required (e.g., approve, support, endorse)	To approve the Plan and budget.

IMPLICATIONS AND ISSUES TO WHICH THE PAPER RELATES (PLEASE MARK IN BOLD)

<i>Patient Quality</i>	<i>Financial Performance</i>	<i>Operational Performance</i>	<i>Strategy</i>	<i>Workforce performance</i>	<i>New or elevated risk</i>
<i>Legal</i>	<i>Regulatory/ Compliance</i>	<i>Public Engagement /Reputation</i>	<i>Equality & Diversity</i>	<i>Partnership Working</i>	<i>Information Technology / Property Services</i>

ANNUAL OBJECTIVE

Which Strategic Objective/s does this paper link to? Deliver the financial plans.

Please summarise the potential benefit or value arising from this paper: Governance of the management of the financial plan.

RISK

Are there any specific risks associated with this paper? If so, please summarise here.	<i>Non-Financial Risk:</i> Patient treatment could be affected if a sustainable financial plan is not in place.
	<i>Financial Risk:</i> Cash pressures if I&E plan not delivered.

LINK TO CARE QUALITY COMMISSION ESSENTIAL STANDARDS OF SAFETY AND QUALITY

Which CQC standard/s does this paper relate to?	<i>(if you need advice on completing this box please contact the Director for Governance)</i>
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Author of paper: Wayne Preston, Deputy Finance Director.

Presenter of Paper: James Drury. Director of Finance.

Other committees / groups where this paper / item has been considered: EMC, Finance and Business Performance Committee

Date of Paper: 20th March 2018

BOARD COMMITTEE SUMMARY REPORT

Name of Committee	Finance and Business Performance Committee
Committee Chair	Mr Rajiv Jaitly
Meeting date:	25 th January 2018
Was the meeting quorate?	Yes
Any specific conflicts of interest?	None
Any apologies	Mrs Rachel Devonshire

KEY AREAS OF DISCUSSION:

Divisional presentation by the Division of Surgery and Critical Care including:

- Progress in recruiting middle graded doctors
- Theatre efficiency
- Decline in RTT performance primarily due to the increase in numbers of trauma cases
- System efficiencies arising from changes to clinics and theatre sessions and potential in the Musculo-skeletal project
- Theatre management system which will assist in standardising coding for procedures
- Non-compliance with the Best Practice Tariff associated with patients with fractured neck of femur
- Progress with work in modernising outpatients
- Challenges in oral surgery

Need to strengthen monitoring of contracts.

Floodlight integrated performance report with particular focus on:

- Cancer metrics
- A&E
- Coding
- Workforce metrics

Implementation of Allocate tool.

Month 9 financial position showing a £3.8m deficit and the need to revise the forecast for the year end. Also included information on:

- Cash
- Clinical Commissioning Group finances
- Grip and Control update
- Reference costs submission

Update on readiness for introduction of General Data Protection Regulations.

Electrical resilience update.

Local Pay Arrangements.

Marginal cost of agency workers and actions to reduce locum spend.

AREAS OF RISK REVIEWED IN THE MEETING

- RTT delivery; and in particular Trauma and Orthopaedics
- Data quality in relation to Service Line Reporting
- Pressure on the urgent care pathway
- Income issues related to cancellation of elective
- CCG financial position
- BHT financial position
- Cash

ANY EXAMPLES OF OUTSTANDING PRACTICE OR INNOVATION:

AUTHOR OF PAPER: Liz Hollman, Director for Governance

BOARD COMMITTEE SUMMARY REPORT

Name of Committee	Finance and Business Performance Committee
Committee Chair	Mr Rajiv Jaitly
Meeting date:	23 February 2018
Was the meeting quorate?	Yes
Any specific conflicts of interest?	None
Any apologies	Mrs Carolyn Morrice, Mr David Williams

KEY AREAS OF DISCUSSION:

Finance

- Month 10 financial performance
- Cash Flow
- 2018/19 BHT Control Total and Integrated Care System Control Total
- Payments associated with the NHS Resolution Clinical Negligence Scheme for Trusts (CNST)
- Sale of assets
- Grip and Control

Floodlight Integrated Performance report

The Chief Operating Officer reported a positive impact for A&E in January and an improving position. Challenges were seen across the country in the February half term with a suggested review around primary care access being a driver. The impact on Referral to Treatment (RTT) particularly for Trauma and Orthopaedics was highlighted following the impact of winter.

Discharge planning.

The Chief Operating Officer continued that the re-admissions metric appears high as the metric is affected by the ambulatory pathway in which a patient is re-admitted for treatment but does not become an inpatient.

The Chief Operating Officer commented on the pressure on the nursing workforce with the Chair suggested this be raised to the Strategic Workforce Committee as a concern. Mr Roche suggested looking at simple ways to communicate to staff how grateful the Board are for their continued work and support.

Ms Llewelyn-Davies commented on the increase on the grievances and tribunal's metrics. The Director of Human Resource and OD indicated that the tribunals are monitored and are within benchmark range. Grievance numbers are very small.

The Chair highlighted the GP fill rate with the Chief Operating Officer indicating that the anomaly is due to weekend working for two GPs. Following the commencement of the Minor Injuries and Illness Unit (MIU) contract, pay rates will be harmonised and a staff group established.

Corporate Risk Register

AREAS OF RISK REVIEWED IN THE MEETING

- Year-end financial position
- Elective position related to income
- Capital funding
- Urgent care pathway

Agenda item: 16

Enclosure no: TB2018/36

- RTT – Trauma and Orthopaedics
- Dependence on temporary staffing
- Nursing pressures
- Medicines

ANY EXAMPLES OF OUTSTANDING PRACTICE OR INNOVATION:

AUTHOR OF PAPER: Liz Hollman, Director for Governance

Summary

The Trust submitted its annual financial plan to NHSI on time on 8th March 2018. This is a draft submission to be followed by a final submission on April 30th. It was submitted in conjunction with an activity, a workforce plan & an overall narrative. There were also submissions on the same date of an ICS plan and a STP contract alignment return.

As part of the submission process, the Trust also submitted a mandatory triangulation return which checked for consistency between the finance, activity & workforce returns. The Trust passed the validations within this return confirming consistency between the returns.

Due to the timing of Committee meetings and submission dates, it was agreed at the last committee that delegated authority be given to approve submission be given to Trust Chair, Chair of Finance and Business Performance Committee, CEO and FD. This sub-group approved the submission and the key plan elements are summarised in the sections below.

Income and Expenditure

Summarised I&E information as submitted is shown below;

Income & Expenditure	Forecast Out- turn	Plan
	31/03/2018 Year Ending £'000	31/03/2019 Year Ending £'000
Operating income from patient care activities	382,872	388,541
Other operating income	26,097	35,105
Employee expenses	(249,573)	(245,698)
Operating expenses excluding employee expenses	(150,110)	(148,547)
OPERATING SURPLUS / (DEFICIT)	9,286	29,401
FINANCE COSTS		
Finance income	26	35
Finance expense	(11,031)	(13,528)
PDC dividends payable/refundable	(4,520)	(4,458)
NET FINANCE COSTS	(15,525)	(17,951)
SURPLUS/(DEFICIT) FOR THE YEAR (incl. STF)	(6,239)	11,450
Add back all I&E impairments/(reversals)	3,000	0
Adjusted financial performance surplus/(deficit) including STF	(3,239)	11,450
Control totals including STF	6,457	9,893
Performance against control total including STF	(9,696)	1,557
Adjusted financial performance excluding STF	£'000	£'000
Adjusted financial performance surplus/(deficit) including STF	(3,239)	11,450
Less sustainability & transformation fund (STF)	(2,462)	(11,938)
Adjusted financial performance surplus/(deficit) excluding STF	(5,701)	(488)

National assumptions were utilised for inflation, efficiency and pay awards etc

Agenda item: 15

Enclosure no: TB2018/35

The usual reporting subjective split is summarised below, as well as the proposed budget for Month 1. The revised plan and full year budgetary phasing will be reported to Committee, in line with the final NHSI submission timetable, scheduled submission date 30th April 2018.

Expense Type	Draft plan	M01 Budget
Total Income From Activities	10,400	867
Contract Income	373,780	29,731
STF	11,938	597
Other Operating Income	20,970	1,748
Donated Asset income	1,000	83
Total Income	418,089	33,026
Admin & Clerical - Total	- 35,807	- 2,984
Chairmand,Exec+Non-Exec Dirs.	- 1,021	- 85
Medical Staff - Total	- 65,111	- 5,426
Nursing - Total	- 105,452	- 8,775
Other Staff - Total	- 6,398	- 533
Professional & Tech - Total	- 40,031	- 3,336
Total Pay	- 253,819	- 21,139
Clin.Supp.Srvs Total(Ex Drugs)	- 30,886	- 2,672
Drugs	- 42,263	- 3,622
Establishment Exps - Total	- 3,370	- 281
Gen Supp & Servs - Total	- 1,024	- 185
Miscellaneous - Total	- 12,389	- 1,132
PFI	- 21,311	- 1,776
Cnst	- 13,124	- 1,094
Non Pay Reserve	- 2,500	- 42
Premises & F Plant - Total	- 16,631	- 1,340
Total Non Pay	- 143,497	- 12,144
Interest Receivable	35	3
Owned Depreciation - Total	- 11,558	- 963
Donated Depreciation - Total	- 1,000	- 83
Interest Paid And Pdc Div	- 16,799	- 1,400
Total Other Adjustments	- 29,322	- 2,444
Total	- 8,550	- 2,701
CIP Requirement	20,000	1,367
Total	11,450	- 1,334

CIP

The Trust has a target of £20m CIP to deliver. In the submission the Trust submitted a £3m unidentified element, and the overall assumed split as summarised in the table below:

CIP Plan 2018/19 - Quarterly Phasing	Plan	Plan	Plan	Plan	Plan
	Q1	Q2	Q3	Q4	Year Ending
	£'000	£'000	£'000	£'000	£'000
Pay (Skill Mix)	1,042	1,074	1,810	1,940	5,866
Pay (WTE reductions)	552	549	551	543	2,195
Non pay	1,066	1,142	1,877	2,301	6,386
Income (Patient Care Activities)	944	977	980	974	3,875
Income (Other operating income)	243	300	374	778	1,695
Total Efficiencies	3,847	4,042	5,592	6,536	20,017

Workforce

The workforce plan highlighted a net reduction of 30 w.t.e. 25 A&C, and 5 nursing. To deliver the savings above potentially requires a higher headcount reduction, but it is assumed that some of this reduction will be offset by increases elsewhere. This is because the workforce plan is driven from actuals as at March 2018, rather than plan figures, and thus as vacancies are filled w.t.e. increase.

Capital

A separate paper is on the committee agenda at this meeting, with the plan summary included here for completeness.

Capital Plan 2018/19	Plan 2018/19 £'000
Resources	
Depreciation	11,640
Capital Loan	2,500
Donated	960
	15,100
Commitments	
Capital Loan Repayment	(723)
Capital Life cycle	(4,186)
PFI Lease Liability	(2,131)
Finance Lease Liability	(298)
	(7,338)
Additional CRL	
Innovation Hub	671
Capital Resource Available	8,433

Activity

The activity data for the submission is pre-populated in the returns, based upon Month 10 17/18 actuals, forecast to year-end. The trust can then make adjustments based upon its own assessment of forecast out-turn, and any know adjustments impacting into the new financial year. The activity summary submitted is as below:

Activity Plan 2018/19	2017/18 FOT Units activity	2018/19 Plan Units activity	Change Units activity	% Change Units activity
Total non-elective admissions with a zero length of stay	21,244	22,032	788	3.7%
Total non-elective admissions with a length of stay of 1 day and greater	14,281	14,820	539	3.8%
Total elective admissions spells (ordinary admissions)	5,780	5,572	(208)	-3.6%
Total elective admissions spells (day cases)	51,576	49,724	(1,852)	-3.6%
Consultant led first outpatient attendances	123,353	124,500	1,147	0.9%
Consultant led follow up outpatient attendances	195,354	204,384	9,030	4.6%
Total A&E attendances excluding planned follow ups	86,882	85,332	(1,550)	-1.8%

Recommendation

Finance Committee are requested to agree the Draft Operating Plan, and Month 1 budget, to recommend to Board for approval.

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Was the meeting quorate?	Yes
Any specific conflicts of interest?	None
Any apologies	Mrs Rachel Devonshire

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- Pressure on the urgent care pathway
- Income issues related to cancellation of elective
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- BHT financial position
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ANY EXAMPLES OF OUTSTANDING PRACTICE OR INNOVATION:

AUTHOR OF PAPER: Liz Hollman, Director for Governance

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- Sale of assets
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- Year-end financial position
- Elective position related to income
- Capital funding
- Urgent care pathway

Agenda item: 16

Enclosure no: TB2018/36

- RTT – Trauma and Orthopaedics
- Dependence on temporary staffing
- Nursing pressures
- Medicines

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AUTHOR OF PAPER: Liz Hollman, Director for Governance