

DRAFT Informal Board Programme 2023-24			
Meeting	Board of Directors		
Date	19/04/2023	Agenda Item	15
Lead Director	Alison Hughes, Director of Corporate Affairs		
Author(s)	Karen Lees, Head of Corporate Governance		
Action required (please select the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input checked="" type="checkbox"/>	To Assure <input type="checkbox"/>	
Purpose			
The Board of Directors are asked to approve the draft programme for the Informal Board sessions in 2023-24, that has been prepared following a consultation exercise with the Board during March 2023 to ascertain the style and content required for the new programme.			
Executive Summary			
<p>The Informal Board sessions were established in 2019, and were based upon the views of the Board members; and related to several CQC actions from the 2018 inspection report together with:</p> <ul style="list-style-type: none"> • A literature review of best practice • The CQC well led framework • Trust priorities. <p>The original framework for the Informal Board sessions included:</p> <ul style="list-style-type: none"> • Bi-monthly sessions • A structured agenda that provided time for 'hot topics' • Longer agenda items to allow time for discussion and enhanced learning opportunities (no papers in advance) • Each session had a theme linked to board work plan eg reflection and learning, quality governance, planning & partnerships • External speakers • Lunch & learn sessions which provided the opportunity to meet a range of staff 			



To ensure the sessions remained relevant to the needs of the Board members after the Covid pandemic an anonymous online survey was undertaken in March 2023 to gain the views on a range of aspects including:

- What elements to be continued in 2023-24
- Changes to the structure and format of the sessions
- Hot topics or development sessions
- The value of the lunch & learn sessions
- The inclusion of external speakers in the agendas.

From the responses received the proposals have been built into the draft programme for 2023-24 including:

- An increase in the number of external speakers
- A focus on a Trust strategy at each session, the session will include what is going well with the strategy delivery, what is proving difficult to achieve and how can the Board help
- Increased inclusion of the Deputy Directors, and more staff invited to join the sessions to stimulate discussion and bring different perspectives

Several proposals will be addressed through a modified agenda, and guidance to the speakers including:

- Fewer and shorter presentations, with a focus on a discussion
- The use of different techniques for topic discussions e.g., small groups, flip charts etc
- Holding the meetings in different venues across the localities where the Trust provides services
- Have a separate lunch break and the time spent with staff is an agenda item

The draft programme covers all of the Trust strategies as well as key themes including the annual planning round in the spring.

Risks and opportunities:

Key risks and opportunities will be included throughout each session, and the consideration of the BAF risks is included in the May and November sessions.

Quality/inclusion considerations:

Quality & Equality Impact Assessment completed and attached No.

The quality & equality considerations will be covered in each session as required, and the September session is focused on quality and regulatory compliance, and the November session is focused on population health.

Financial/resource implications:



None		
<p>The Trust Vision – To be a population health focused organisation specialising in supporting people to live independent and healthy lives. The Trust Objectives are:</p> <ul style="list-style-type: none"> • Populations – We will support our populations to thrive by optimising wellbeing and independence • People – We will support our people to create a place they are proud and excited to work • Place - We will deliver sustainable health and care services within our communities enabling the creation of healthy places <p>Please select the top three Trust Strategic Objectives and underpinning goals that this report relates to, from the drop-down boxes below.</p>		
Place - Improve the health of our population and actively contribute to tackle health inequalities	People - Improve the wellbeing of our employees	Populations - Ground breaking innovation and research
<p>The Trust Social Value Intentions</p> <p>Does this report align with the Trust social value intentions? Yes.</p> <p>If Yes, please select all of the social value themes that apply:</p> <p>Community engagement and support <input checked="" type="checkbox"/></p> <p>Purchasing and investing locally for social benefit <input checked="" type="checkbox"/></p> <p>Representative workforce and access to quality work <input checked="" type="checkbox"/></p> <p>Increasing wellbeing and health equity <input checked="" type="checkbox"/></p> <p>Reducing environmental impact <input type="checkbox"/></p>		
Board of Directors is asked to consider the following action		
The Board of Directors is asked to approve the draft Informal Board programme for 2023-24.		
Report history (Please include history of where the paper has been presented prior to reaching this meeting, including the title of the meeting, the date, and a summary of the outcome)		
Submitted to	Date	Brief summary of outcome
None		



DRAFT Informal Board Programme 2023-24

Date	Session focus and key themes	Lead Director & Non-Executive Director	Invited Presenters	Alignment to Trust strategy 2022-27 and enabling strategies	Meeting staff & learning more about their role
11 May	<p>STRATEGY including SYSTEM & PLACE</p> <p>Cyber Security annual Board of Directors training - current threats and interventions</p> <p>Organisational Strategy - Year 2 focus (<i>pre-Board in June 2023</i>) and, strategic focus for the Trust in the emerging NHS landscape</p> <p>Integrated Care System - current and future developments</p> <ul style="list-style-type: none"> - How is the Trust accountable in the new NHS landscape (<i>PCC requested discussion topic</i>) - consider impact on Trust BAF? <p>Strategic risk refresh for 2023-24 considering the risks for the Board Assurance Framework</p>	<p>Chief Executive & Chairman</p> <p>Director of Corporate Affairs/SIRO</p> <p>Chief Executive Chief Strategy Officer</p> <p>Chief Executive</p> <p>Director of Corporate Affairs Steve Connor</p> <p>Director of Corporate Affairs</p>	<p>Chief Information Officer Templar Executives</p> <p>Deputy Director of Strategy</p> <p>Place Director</p>	<p>Digital Strategy</p> <p>Organisational Strategy</p> <p>Organisational Strategy</p>	<p>Staff representatives from Corporate Heads of Service</p>

19 July	STAFF EXPERIENCE	Chief People Officer & Gerald Meehan- <i>NED Wellbeing Guardian</i>			Staff representatives from access & intermediate care services
	Patient Safety Incident Response Framework (PSIRF) training - (<i>QSC requested discussion topic</i>)	Chief Nurse	Deputy Chief Nurse Patient Safety Lead	Quality Strategy	
	People Strategy - Supporting and enabling staff and being an employer of choice <ul style="list-style-type: none"> • Looking after staff • Culture & belonging • Growing for the future • New ways of working 	Chief People Officer	Deputy Chief People Officer Head of HR - Workforce, and Head of L&OD	People Strategy	
	Staff Side supporting and engaging staff	Chief People Officer	Staff Side representatives		
	WDES action plan	Chief People Officer	Head of HR - Wellbeing		
	Board development - High performing board	Chairman	NHS Leadership Academy	Organisational Strategy	

20 September	REGULATORY OVERVIEW	Chief Nurse, Medical Director & Chris Bentley			Staff representatives from Service Directors, Quality Leads, Operational Service Leads
	Quality Strategy - continuous improvement in the quality of services provided including QI Update on CQC new strategy & inspection methodology	Chief Nurse Medical Director	Deputy Chief Nurse	Quality Strategy	
	Regulatory compliance - a review of fundamental standards and Trust compliance, including deep dives into areas requested by the Non-Executive Directors	Chief Nurse & Director of Corporate Affairs	Deputy Chief Nurse, Deputy Chief Operating Officer	Organisational Strategy & Quality Strategy	
	Well Led external review - progress update on actions taken in response to recommendations for further improvement	Director of Corporate Affairs	Head of Corporate Governance		
	Board skills audit	Chief People Officer		People Strategy	
	WRES action plan to be shared at the meeting	Chief People Officer	Head of HR - Wellbeing		
15 November	POPULATION HEALTH	Chief Strategy Officer & Chief Nurse			Staff representatives from Adult & Community Services
	Inclusion & Health Inequalities - removing the barriers For staff/ public/services users: • Access	Chief Nurse Chief People Officer	Head of Inclusion	Inclusion & Health Inequalities Strategy	

	<ul style="list-style-type: none"> • Experience • Outcomes • Equality Delivery System 2 <p>Social Value - next steps as an Anchor Institution, including providing work experience and employment opportunities to the local communities</p> <p>Strategic risk refresh - BAF interim assessment and report</p>	<p>Chief Strategy Officer</p> <p>Director of Corporate Affairs</p>	<p>Deputy Director of Strategy</p>	<p>Organisational Strategy</p>	
<p>10 January</p>	<p>STRATEGY & PLANNING 2024-25</p> <p>Planning at a Trust, Place and ICS level</p> <p>Financial Planning 2024-25 - risks and opportunities for the Trust</p> <p>Workforce planning and progress to achieving a system focus</p>	<p>Chief Finance Officer, Chief Strategy Officer & Beverley Jordan</p> <p>Chief Strategy Officer</p> <p>Chief Finance Officer</p> <p>Chief People Officer</p>	<p>ICB or Place external speakers</p> <p>Deputy Directors of: Strategy Commissioning & Contracts Finance Deputy Chief Operating Officer</p> <p>Deputy Chief People Officer</p>	<p>Organisational Strategy</p> <p>People Strategy</p>	<p>Staff representatives from Urgent & Primary Care</p>

20 March	INNOVATION & WIDER PARTNERSHIPS				Staff representatives from Children's Services
	Digital Strategy - building capacity & capability	Chief Strategy Officer	Chief Information Officer	Digital Strategy	
	Innovation & Research - celebrating success and focus on areas of development	Medical Director	Research & Innovation Lead and other guests TBC (e.g., research partners)	Quality Strategy	
	Enhancing partnerships - opportunities to enhance life experiences and outcomes for the populations we serve	Chief Strategy Officer	Deputy Chief Strategy Officer VCSFE representatives	Organisational Strategy	
	Financial plan 2024-25	Chief Finance Officer	Deputy Chief Finance Officer		
	Development of the forward work plan for the Informal Board 2024-25	Director of Corporate Affairs	Head of Corporate Governance		

Delegation of Authority for approval of Annual Accounts 2022-23			
Meeting	Board of Directors		
Date	19/04/2023	Agenda Item	16
Lead Director	Alison Hughes, Director of Corporate Affairs		
Author(s)	Karen Lees, Head of Corporate Governance		
Action required (please select the appropriate box)			
To Approve <input checked="" type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input type="checkbox"/>	
Purpose			
The purpose of this paper is to request that the Board of Directors formally delegate authority to the Trust's Audit Committee to receive and approve the Trust's Annual Report and Accounts for 2022-23.			
Executive Summary			
The Foundation Trust is required to comply with the guidance in the Annual Reporting Manual for Foundation Trusts for 2022-23 and submit a set of audited annual accounts including an Annual Report by the national deadline of 30 June 2023.			
The process for the completion of Foundation Trust Annual Accounts is set out in the attached summary paper. These are in line with the updated guidance from NHS England for the NHS accounts timetable and year-end arrangements.			
Risks and opportunities:			
Not applicable			
Quality/inclusion considerations:			
Quality & Equality Impact Assessment completed and attached No.			
Not applicable			
Financial/resource implications:			
Not applicable			

The Trust Vision – To be a population health focused organisation specialising in supporting people to live independent and healthy lives. The Trust Objectives are:

- Populations – We will support our populations to thrive by optimising wellbeing and independence
- People – We will support our people to create a place they are proud and excited to work
- Place - We will deliver sustainable health and care services within our communities enabling the creation of healthy places

Please select the top three Trust Strategic Objectives and underpinning goals that this report relates to, from the drop-down boxes below.

Place - Improve the health of our population and actively contribute to tackle health inequalities	Place - Make most efficient use of resources to ensure value for money	People - Grow, develop and realise employee potential
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The Trust Social Value Intentions

Does this report align with the Trust social value intentions? Yes.

If Yes, please select all of the social value themes that apply:

Community engagement and support

Purchasing and investing locally for social benefit

Representative workforce and access to quality work

Increasing wellbeing and health equity

Reducing environmental impact

Board of Directors is asked to consider the following action

The Board is asked to approve the request to delegate authority to the Audit Committee to sign-off the Foundation Trust Annual Report and Accounts for 2022-23.

Report history (Please include history of where the paper has been presented prior to reaching this meeting, including the title of the meeting, the date, and a summary of the outcome)

Submitted to	Date	Brief summary of outcome
No previous reporting history		



Delegation of Authority for approval of Annual Accounts 2022-23

1. The Foundation Trust is required to comply with the guidance in the Annual Reporting Manual for Foundation Trusts for 2022-23 and submit a set of audited annual accounts including an Annual Report by the national deadline of 30 June 2023.
2. The process for the completion of Foundation Trust (FT) Annual Accounts is set out below. These are in line with the updated guidance from NHS England for the NHS accounts timetable and year-end arrangements.

Date	Action
19 April 2023	Board of Directors delegates authority to Audit Committee to approve accounts and the Annual Report
27 April 2023 (noon)	NHS FTs electronically submit unaudited FTCs and draft accounts to NHS England
27 June 2023	Audit Committee receives annual report, audited accounts, certificates and audit opinion and approves accounts and annual report
30 June 2023 (12 noon)	NHS FTs submit (electronically) audited FTCs and accounts, the external auditors ISA 260 report, the external audit opinion on the accounts, and the Annual Report to NHS Improvement The Quality Report is not required to be included in the Annual Report. There is no national requirement for the assurance work on Quality Reports and there is no formal requirement for a limited assurance opinion or governors' report
Date to be confirmed	Parliament step 1: Preparation for laying before Parliament NHS FTs to check the format of the annual report with the Dept Health Parliamentary Office.
Date to be confirmed	Parliament step 2: NHS FTs submit accounts to Dept Health Parliamentary Office to be laid before Parliament
Date to be confirmed	NHS FTs submit laid full annual report including full statutory accounts to NHS Improvement (the submission of hard copy documents is not required)
Date to be confirmed, following the publication of the national submission dates	Audited accounts presented at Trust Annual Members Meeting, and publish the Annual Report and Accounts on the public website

Conclusion

3. The Trust requires the delegation of authority to approve its Annual Accounts to the Audit Committee in order to ensure the delivery of accounts in line with the national timetable.

Board Action

4. The Board of Directors is asked to approve the request to delegate authority to the Audit Committee to sign-off the Foundation Trust Annual Accounts and Annual Report for 2022-23.

Alison Hughes
Director of Corporate Affairs
13 April 2023

Amendment to Standing Financial Instructions			
Meeting	Board of Directors		
Date	19/04/2023	Agenda Item	17
Lead Director	Mark Greatrex, Deputy Chief Executive & Chief Finance Officer		
Author(s)	Tracy Smith, Head of Procurement		
Action required (please select the appropriate box)			
To Approve <input checked="" type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input type="checkbox"/>	
Purpose			
The purpose of this paper is to ask the Board of Directors to approve updates to the Trust's Standing Financial Instructions.			
Executive Summary			
An update of the Trust's Standing Financial Instructions is required in response to a counter fraud audit on non-purchase orders			
Risks and opportunities:			
None			
Quality/inclusion considerations:			
Quality & Equality Impact Assessment completed and attached No. -			
Financial/resource implications:			
None			
The Trust Vision – To be a population health focused organisation specialising in supporting people to live independent and healthy lives. The Trust Objectives are:			
<ul style="list-style-type: none"> • Populations – We will support our populations to thrive by optimising wellbeing and independence 			



- People – We will support our people to create a place they are proud and excited to work
- Place - We will deliver sustainable health and care services within our communities enabling the creation of healthy places

Please select the top three Trust Strategic Objectives and underpinning goals that this report relates to, from the drop-down boxes below.

Place - Make most efficient use of resources to ensure value for money	Choose an item.	Choose an item.
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The Trust Social Value Intentions

Does this report align with the Trust social value intentions? Yes.

If Yes, please select all of the social value themes that apply:

Community engagement and support

Purchasing and investing locally for social benefit

Representative workforce and access to quality work

Increasing wellbeing and health equity

Reducing environmental impact

Finance & Performance Committee is asked to consider the following action

To approve the proposed amendment to the SFIs to reflect non-required purchase orders, for onward submission to the Board of Directors for final approval.

Report history (Please include history of where the paper has been presented prior to reaching this meeting, including the title of the meeting, the date, and a summary of the outcome)

Submitted to	Date	Brief summary of outcome
Executive Leadership Team	4 April 2023	Approved
Finance & Performance Committee	5 April 2023	Approved



Update to Standing Financial Instructions

1. Introduction

On the 13th May 2019, the NHS Counter Fraud Agency (NHSCFA) launched the first of two national exercises on procurement fraud. The second exercise was followed up on 28th June 2021.

The Trust contributed to both exercises and received feedback in November 2021.

2. Updates

Following the outcome, has resulted the need for the trusts Standing Financial Instructions (SFIs) to be revised to reflect the proposed and recommended changes.

2.1 Report findings

A summary of the report informed us that:

We were 1 of 79 that provided data over the two data collection exercises

- This is a positive outcome and demonstrates the trusts dedication to contributing to national exercises to understand where improvements can be made.

We were 1 of 147 to have non-PO percentage over 30.3% and we ranked 86 out of 210 for PO -v- Non-PO coverage

- This outcome has resulted in a number of procurement-initiated reviews and actions

2.2 Reviews and actions

In reviewing the data, we have recognised that we submitted total expenditure which included areas of expenditure we consider not requiring a PO, aka non-required orders and/or exemptions. We did include narrative to reflect this, however this appears to have been disregarded by the CPFA. Had we excluded exempt expenditure a more accurate outcome would have been reported.

Action 1 - exemptions

Purchase Order exemptions are common in the NHS and are usually areas of expenditure that is managed and/or included as part of other rigorous contract arrangements ie agency expenditure or is simply not within scope of procurement regulations ie FP10's

Therefore, working with Management Accounts and Financial Services a review of revised and updated exempt areas of purchase order expenditure is included for consideration and approval, see table A and updated SFIs (attached).

Table A

Type of Expenditure	PO/Non PO	Rationale
Agency Staff: Admin & Clerical	Non-PO	Invoices paid via Tempre Booking System
Agency Staff: Medical	Non-PO	Invoices paid via Tempre Booking System
Agency Staff: Nursing & Non-Medical	Non-PO	Invoices paid via Tempre Booking System
Electricity	Non-PO	Managed by Tariff and bill validated, raising PO would add additional resource with no added value
External debt recovery charges	Non-PO	Debt payment plans are managed on a monthly basis
Fines and charges	Non-PO	Timescale to pay fines
FP10s	Non-PO	Prescribing activity
Fuel card	Non-PO	Based on fuel usage
Gas	Non-PO	Managed by Tariff and bill validated, raising PO would add additional resource with no added value
Medical gases	Non-PO	Infrequent low use and volume
Pharmacy Drugs	Non-PO	Paid via control account to WUTH
Staff benefits (e.g. salary sacrifice / car lease / childcare vouchers)	Non-PO	Finance and HR approvals in place
Staff travel and subsistence	Non-PO	Infrequent low use and volume
Telephone Calls and Rental	Non-PO	Timescale to pay and to manage late payment fees
Water and Sewerage	Non-PO	Managed by Tariff and bill validated, raising PO would add additional resource with no added value

Action 2 - Review the 30.3% outcome.

If the exercise was repeated in 22/23 we would see our position improved to 63.34%, Subject to approving exemptions referred in table A, we would see our position improve to 75.59%

Subject to ensuring POs are not bypassed, we would see our position improve to 83.37%

Subject to successfully achieving next phase of moving PO expenditure, we will achieve 90.64%

A detailed breakdown of the above is included in Appendix 1

3. Next steps

Introduce monthly reporting on PO -v- Non-PO expenditure via the trusts reporting platform TIG, this will alert any variation to be addressed.

A consequence of this step will contribute to improved BPPC performance, as referenced in the BBPC action plan.

4. Actions

This paper is to provide assurance to the committee that amendments to the SFIs to formally register exemptions (non-required) Purchase orders will provide a more accurate outcome of PO/Non-Po reporting and contribute to improving BPPC.

Appendix 1

		Jan-Dec 2022	Comments
1	Total non-pay spend	£21,638,761.71	actual
2	Expenditure processed via PO	£13,706,186.16	actual
3	Total %	63.34%	
4	Total non-pay spend	£21,638,761.71	actual
5	Exempt spend	(£3,506,378.00)	Total expenditure subject to table A
6	Non-pay spend	£18,132,383.71	Eligible for PO Row 4 minus row 5
7	Expenditure processed via PO	£13,706,186.16	actual
8	Total %	75.59%	Row 7 divided by Row 6
9	Total non-pay	£18,132,383.71	Eligible for PO Row 6
10	Expenditure processed via PO	£13,706,186.16	actual
11	POs not used	£1,412,257.15	POs not used – process not followed
12	New total	£15,116,562.12	Row 10 plus Row 11
13	Total %	83.37%	Row 12 divided by Row 9
Proposed for 23/24			
14	Future phased PO movement for 23/24	£1,318,523.59	Rent and rates
15	Expenditure to be processed via PO	£16,435,085.71	Row 12 plus Row 14
16	Total %	90.64%	Row 15 divided by row 9

EXTRACT FROM PAGE 24 OF STANDING FINANCIAL INSTRUCTIONS WITH PROPOSED UPDATES HIGHLIGHTED IN RED

- necessity. These must be confirmed by an official order, and clearly marked "Confirmation Order".
- Orders are not split or otherwise placed in a manner devised so as to avoid the financial thresholds;
- Goods are not taken on trial or loan in circumstances that could commit the Foundation Trust to a future un-competitive purchase;
- Purchases from petty cash are restricted in value and by type of purchase in accordance with instructions issued by the Chief Finance Officer ;
- Petty cash records are maintained in a form as determined by the Chief Finance Officer
- **Orders are not required to be raised for payments as detailed in table A**

Table A

Type of Expenditure	PO/Non PO	Rationale
Agency Staff: Admin & Clerical	Non-PO	Invoices paid via Tempre Booking System
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Telephone Calls and Rental	Non-PO	Timescale to pay and to manage late payment fees
Water and Sewerage	Non-PO	Managed by Tariff and bill validated, raising PO would add additional resource with no added value

~~utility bills, NHS Recharges; and ad hoc services such as private hospital fees.~~
 Payments must be authorised in accordance with the delegated limits set for non-pay.

The Chief Executive and Chief Finance Officer shall ensure that the arrangements for financial control and financial audit of building and engineering contracts and property transactions comply with relevant Public Contract Regulations (2015) and IFRS accounting guidance.

Under no circumstances should goods be ordered through the Foundation Trust for personal or private use with the exception of permitted schemes such as lease cars or the cycle to work scheme.