

Board of Directors Meeting in Public

Subject:	Financial Recovery Plan		Date: 7 th December 2023		
Prepared By:	Richard Mills, Chief Financial Officer				
Approved By:	Paul Robinson, Chief Executive Officer				
Presented By:	Richard Mills, Chief Financial Officer				
Purpose					
To update the Board on the actions being taken in relation to financial recovery for 2023/24				Approval	
				Assurance	
				Update	X
				Consider	
Strategic Objectives					
Provide outstanding care in the best place at the right time	Improve health and well-being within our communities	Empower and support our people to be the best they can be	To continuously learn and improve	Sustainable use of resources and estate	Work collaboratively with partners in the community
				X	
Indicate which strategic objective(s) the report support					
Identify which Principal Risk this report relates to:					
PR1	Significant deterioration in standards of safety and care				
PR2	Demand that overwhelms capacity				
PR3	Critical shortage of workforce capacity and capability				
PR4	Failure to achieve the Trust's financial strategy				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					
Finance Committee Executive Team					
Acronyms					
N/A					
Executive Summary					
<p>In response to the extremely challenging financial plan for 2023/24 the Trust established a Financial Recovery Cabinet in September 2023. The Cabinet meets monthly and is chaired by the Chief Executive and attended by the Executive Team.</p> <p>The Cabinet exists to oversee the development and delivery of a Financial Recovery Plan, to support the Trust in meeting its financial obligations and delivering the financial plan. The Cabinet is supported by four workstreams to focus on the key elements of financial improvement opportunity. These are:</p> <ul style="list-style-type: none"> • Escalation Bed Optimisation: Ambition to reduce the number of patients in hospital beds having been assessed as Medically Safe For Transfer and to reduce the running costs of ongoing escalation capacity. • Elective Recovery Programme: Ambition to increase the levels of elective activity and reduce patient backlogs. • Financial Improvement Programme: Ambition to ensure Value for Money across all services and to optimise the use of resources. 					

- Budgetary Control: Ambition to enhance financial grip and control and minimise unwarranted variation.

Reports from the Cabinet are discussed at the Finance Committee each month. The work of the Cabinet informs the financial forecasting of the Trust, which includes a number of scenarios covering a best-case to worst-case range of potential outturns.

The NHS England letter received in November 2023 on addressing the significant financial challenges created by industrial action in 2023/24 set out actions for all NHS systems and providers to take. The impact of this letter has been discussed through the Cabinet, and the risks and opportunities arising from the four workstreams have been factored into our initial response to the letter.

The Board of Directors are asked to note the update on the Financial Recovery Cabinet.