

Key Matters and Escalation Report to the Trust Board

Name of Committee: Finance and Infrastructure

Chair: David Crawford, Non-Executive Director

Meeting Date: 24 August 2026

Key matters

Digital Report

- The mental health data could not be resubmitted and therefore the Chief Information Officer has decided to zero submissions for Q1 and Q2, followed by inclusion of both quarters in Q3 and a return to normal reporting in Q4. There are several other merged trusts in similar circumstances. The committee were mindful this did not impact the Trust's Advanced Foundation Trust application. NHS England and the Trust have agreed a caveat to go into the public domain to explain the data reporting discrepancies.
- Care@Hand project needed ownership now that the original external arrangement with Morson Praxis had ceased. Norfolk Adults had chosen to take the service in-house and appoint a digital matron to oversee future digital improvements. It was requested that be discussed at a Norfolk Adults SAC.
- Digital Services In-Sourcing Proposal – this requires full Trust Board discussion and agreement to the next steps and will be scheduled for the next Trust Board meeting on 30 September. The Finance and Infrastructure Committee were generally supportive of the proposal subject to full Finance team review.

Reasonable assurance rating

Productivity Metric

- Work continues to consolidate activity reporting and standardise practices across the two legacy organisations.
- A consistent approach to activity recording, coding and interpretation is needed.
- Fortnightly productivity meetings have resumed to keep track of productivity work and align with block deconstruction.

Reasonable assurance rating

Finance Report

- **Efficiency target:** The committee noted that whilst it is expected that the overall efficiencies target will be met, there was no increase in assurance that the recurring efficiency target would be met.
- **National cost collection:**
 - NCHC headline – activity broadly flat with costs increasing by £10 million (7%)
 - CCS headline – activity fallen 2%, with costs increasing by £11 million (7.5%)

- **Norfolk Adults:** The financial position could be more than £3 million overspent at the current run rate, with a planned deficit position already in place by recurrent efficiency delivery was not sufficient to resolve the pressure. The service had historically relied on underspends elsewhere, reserves and deferred investment which was not sustainable. Tissue Viability and Leg Ulcer services staffing required additional investment.

Reasonable assurance rating

Norfolk Adults Financial Reforecast

- The Committee heard the Director of Norfolk Community Health and Social Care indicate the Board needed to support one operating model across Norfolk Adults, support a strategic shift in investment toward community nursing and future services, and build a stronger relationship with the ICB to secure community investment. The need was identified to develop credible business cases for larger changes such as bed-stock remodelling, which would have financial, clinical and political implications.
- FIC were concerned that the effort to do this would need considerable support from other teams.

No assurance rating provided

Efficiency Programme Governance report

- The rating was partial because finance-business-partner capacity had delayed completion of savings initiation documents and the required finance input. An interim finance business partner was covering HR, estates and digital, with returning capacity expected to support nursing, equality, corporate affairs, finance, strategy and transformation; it is expected that the assurance rating will improve by the November meeting.

Partial assurance rating

Estates Report

- The Estates report covered property capacity, safety compliance, fire-risk strategy, action backlog and capital priorities.
- The Associate Director of Estates will bring back to FIC a visual roadmap showing that the safety and maintenance backlog is on track after the committee expressed concern that it was hard to gain assurance that completing backlog works was on track.

Reasonable assurance rating

Green Plan

- Presented for noting to the Committee as it had been amended to reflect the merged Trust.

Key escalation

There are no escalations that meets the criteria outlined in the Governance Manual.

Key risks and issues

Operational risks rated 12 and above:

- 3928 Contact Centre Telephone (12)
- 3817 Outstanding Fire Risk Assessment Actions (12)
- 3816 Statutory Premises Safety Compliance (12)
- 2939 Compliance with NHS Firecode (12)

There were no operational issues rated as 4 (major) or 5 (catastrophic).

Strategic risks:

- 3709 - Cyber Security (rated 16).
- 3708 – Long Term Financial Sustainability (12)
- 3837 – AI Use and Third Party Suppliers (12)
- 3911 – Financial Sustainability Risk (12)
- 3904 – Digital Investment (12)

Good practice or innovation

Good innovation – switching the first agenda item from Finance to Digital gave the committee plenty of time to discuss the Digital papers. The first agenda item will continue to alternate between Digital and Finance.