

## Key Matters and Escalation Report to the Group Trust Board

**Name of Committee:** Finance and Infrastructure Committee

**Chair:** Mani Sharma

**Meeting Date:** Friday, 27 February 2026

### Key matters

The Committee received the following reports:

#### Finance [Reasonable Assurance]

- The assurance for the CCS cash balance position has increased from partial to reasonable due to the advance invoicing of Local Authority commissioners.
- Both Trusts continue to forecast a full year break even financial performance in line with organisational plans.
- The project to merge the Oracle finance and procurement systems remains at 'green' meaning tasks are being completed in line with plan.
- The efficiency delivery is on track for both Trusts but delivery dependent on both recurrent and non-recurrent efficiencies. In future budgets will include an efficiency allocation and these budgets will be set from 1 April 2026. The aim is to realise the efficiency saving earlier in the financial year.

#### Implied Productivity Metric [Partial Assurance]

This is the first time the Implied Productivity Metric paper was presented to the Committee. The Committee had many questions on what was being measured and when. The Committee sought assurance that the Trust would not be penalised for using digital applications to make services more efficient, which would then indicate a drop in productivity. The Committee were made aware that the Trust need to have a 2% productivity gain to be eligible to unlock a digital capital pot in the next financial year. The Committee asked that the Board be aware of this productivity requirement and understand this is another layer of responsibility for those already triangulating budgets, outcomes and the clinical and care strategy. It was agreed that it would be helpful to include a Board development session on productivity metrics in the Board development plan for 2026/27.

#### Estates Framework update [Reasonable Assurance]

The three priorities for the year ahead are:

- addressing the maintenance backlog
- progressing the neighbourhood hub development and
- reducing recurring costs by transitioning from selected leasehold to freehold properties.

The paper introduced performance measures and objectives that will help the Estates team to track progress over the next 12 months.

### **Estates Report [Reasonable Assurance]**

- The discussion focussed on neighbourhood hubs and the conversations with Cambridge University Hospitals NHS Foundation Trust and the Norfolk and Norwich University Hospitals Foundation Trust. The ambition is for the Trust to be a leader in this field drawing on the existing infrastructure and staff expertise.
- It was agreed that it would be helpful for a Board development discussion on neighbourhood hubs and how the hubs will facilitate the clinical and care strategy.

### **Bi-annual update on Green Plan [Reasonable Assurance]**

- The Sustainable Development Group (SDG) will hold its first meeting on 4 March. The SDG will focus on delivering the Green Plan for the Trust.
- Two staff members are now Sustainable Healthcare Academy apprentices.
- Baselining activity in services using digital applications is essential to demonstrate how the Trust is moving to meet the Net Zero challenge for NHS England.

### **Digital Report [Reasonable Assurance]**

- The Chief Information is managing NHS England's decision to migrate the CCS net email account three weeks earlier than anticipated. This means NCHC move will be to a different pathway which currently will not bring the desired connectivity. The Chief Information Officer is continuing discussions on this matter.
- In future digital projects will have greater clarity on delivery of benefits at commencement.
- The Chief Information Officer will update the Committee in June on the outcome of the two previous digital strategies to illustrate what has been achieved and including the top five lessons learned.

### **Review of the Terms of Reference and 26/27 cycle of business**

The Terms of Reference 4.1 to be amended to remove the names of the individual strategies as it will be one strategy going forward.

### **Key escalation**

There are no escalations to the Board.

The Committee suggested two Board development sessions: (1) productivity metrics and (2) neighbourhood hubs.

### **Key risks and issues**

Group BAF Risk 3709 – Cyber Security – rated 16.

### **Good practice or Innovation**

- The Implied Productivity Metric paper was seen as a good innovation, and this paper will now regularly come to the Committee meetings.
- Performance measures and metrics for the Estates team is good practice.