

Trust Board paper F6

Meeting title:	Public Trust Board					
Date of the meeting:	9 October 2025					
Title:	Escalation Report from the Finance and Investment Committee (FIC) 2 October 2025					
Report presented by:	Mr A Inchley, FIC Non-Executive Director Chair					
Report written by:	Ms G Belton, Corporate and Committee Services Officer					
Action – this paper is for:	Decision/Approval		Assurance	X	Update	
Where this report has been discussed previously	Not applicable					

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which

Yes. BAF risks within the remit of FIC are listed below:

BAF ref	Risk Cause	Risk Event
06-FIC	Insufficient capital funding	Unable to address statutory requirements such as health and safety standards and legislation, and address backlog maintenance requirements (concerning medical equipment, estate and IM&T)
07b-FIC	Significant financial challenge over 2023/24 and for the future 3 years across the LLR system to meet both operational and inflationary pressures and recovery from COVID	Failure to deliver the 2023/24 financial plan and achieve long term financial sustainability
08-FIC	IT Infrastructure unfit for the future	Unable to provide safe, high quality, modern healthcare services
09-FIC	Estate Infrastructure unfit for the future	Unable to provide safe, high quality, modern healthcare services

Impact assessment

N/A

Acronyms used: BAF – Board Assurance Framework CIP – Cost Improvement Programme CHUGGS – Cancer, Haematology, Urology and General Surgery	FIC – Finance and Investment Committee ICB – Integrated Care Board NHSE - NHS England W & C – Women’s and Children’s
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1. Purpose of the Report

To provide assurance to the Trust Board on the work of the Trust’s Finance and Investment Committee (FIC) and escalate any issues as required.

2. Recommendations

There is one item from the FIC meeting of 2 October 2025 requiring public Trust Board approval (please see item 4.1 below).

3. Summary

The FIC meeting was quorate.

4. Items for Approval:

4.1 UHL Green Plan

The Head of Sustainability and Travel presented the UHL Green Plan 2025-2028; which provided assurance on the process followed and outlined the learning to date in delivering against the 2022-25 plan and the current risk of the Trust not meeting its 2040 Net Zero targets moving forward.

FIC was requested to (1) be assured that a robust and inclusive process had been undertaken in preparing the new Green Plan (2) approve the Green Plan 2025-2028 for submission through the Trust's governance and assurance framework (noting that it had already been considered by the Audit Committee and Our Future Hospitals and Transformation Committee) and ultimately required submission to the Trust Board for formal approval and (3) recognise the risks to UHL if the Green Plan was not delivered, including financial, operational, reputational and regulatory impacts and endorse the strengthened governance and delivery arrangements.

Particular discussion took place regarding the following:

- (i) in respect of a query raised as to what was achievable within existing budgets alone, the Head of Sustainability and Travel confirmed that work undertaken within existing budgets alone would contribute approximately 20% towards the Trust's carbon footprint (i.e. approximately 7% for each of the three years of the new plan, albeit noting that the task would become more difficult each year). Making achievements beyond this level would require additional investment, which might be mitigated through external funding. It was noted that, when considered by the Trust Leadership Team, the Green Plan had been approved, in terms of its intent, but not in terms of the investment into it, as this would need reviewing each year within the context of competing demands for investment. The aim was to deliver the work required within budget and seek external funding, wherever possible, and
- (ii) an acknowledgement that some elements within the Plan were to develop more detailed and specific actions rather than deliver substantive improvement in themselves, and that such identified actions may require funding. The Plan might benefit from more explicit framing to recognise that some of the identified work involved further planning and that additional actions would be discussed as they were identified.

The UHL Green Plan was endorsed for onward submission to the Trust Board on 9 October 2025 for formal approval (and represents a standalone item on the Trust Board agenda).

5. Items for Discussion

5.1 Board Assurance Framework (BAF)

The Committee received and approved the latest iteration of the BAF relevant to its remit.

Particular discussion took place regarding the following points:-

- (i) a specific issue with the editing on page 5 of the report in terms of the title compared to the content of this specific section, albeit the risk rating was noted as being correct – the Chief Financial Officer undertook to discuss this matter with the Head of Risk Assurance outside the meeting so that this could be corrected for future iterations of this report;

- (ii) the Chief People Officer highlighted that on-going actions to close the gap needed to be reflected in future iterations of this document and noted that she would undertake more detailed work on this aspect, ahead of the presentation of the next iteration of this document to FIC, and
- (iii) the risk rating of 20 for the Estates Risk – following consideration, it was agreed that the current risk rating of 20 was appropriate at the current time and it was agreed that this would be further reviewed following receipt of the next quarterly report re Operational Impact of any Aged Estate (which would include any impact upon Theatres) at the FIC meeting in November 2025.

This item is highlighted to the Trust Board for information.

6. ICB Finance Update 2025/26 M5

FIC received and noted the 2025/26 Month 5 financial position for the LLR ICB. The overall Year-To-Date (YTD) system position at Month 5, before deficit support, was a deficit of £57m, which was £6.65m adverse variance to plan.

This item is highlighted to the Trust Board for information.