

Finance, Investment & Performance Committee Upward Report to Trust Board		Date(s) of reporting group’s meeting(s): 29 April 2026	
Agenda Item	Description and summary discussion	BAF risk references	Assurance level *
Finance Report M12	The Committee agreed it was important to flag to the Boards that delivery of the 2026/27 financial plan would be highly challenging. Risks to the delivery of the financial plan included a range of competing pressures, including performance requirements, potential industrial action, workforce morale pressures and operational demands.	UHN16 and 17 Delivery of Financial Plan	Reasonable
Integrated Performance Report (IPR)	The Committee supported the move to a Federated Data Platform based IPR. For a short interim period, some features would need to be paused, including benchmarking and detailed HR tables, while information governance approvals were completed and datasets uploaded	All	Reasonable
Calling & Booking AI – Business Case	The business case had previously been approved outside Committee to avoid delaying procurement timelines. A four-week discovery phase was scheduled for May and was built into the contract. The work will be undertaken jointly with UHL, through a series of workshops. A summary of discovery outcomes would be taken to Integrated Leadership Team and brought back to Committee for noting ahead of final contract completion.	UHN24 delivery of digital transformation	Reasonable
Pathology Contract – Business Case	The only outstanding Committee query related to whether the arrangement was fully cost- and volume-based. It was confirmed that the pathology contract was fully cost and volume driven, addressing the assurance concern. The contract had not yet been signed, with final matters still being concluded; however, this was expected shortly.	UHN23 Integrated partnership working	Reasonable
Review of winter plan 2025-26 delivery	The review was presented to the Committee. Moving forward, divisions are to submit Winter 2026/27 plans by end of May. Committee review in July, with Boards’ approval scheduled for August. As previously requested by the Boards, the Committee reviewed the impacts of the Virtual Ward initiative, noting the outcomes of a review which confirmed that UHN virtual ward services are valued and contribute positively to patient flow, with no evidence of patient harm identified through audits of incidents, readmissions or complaints. The Committee noted, however, areas of non-compliance with national standards and data quality issues, which would be addressed as part of a wider review across the local health system of virtual wards.	UHN15 service capacity	Reasonable

*The Committee will indicate the level of assurance it is able to provide to the Boards of Directors using the definitions below. **Committee Chairs will be asked to determine the level of assurance the committee is able to provide following the conclusion of discussion of each item.**

Substantial Assurance	There is evidence of a clear understanding of the matter or issue to be addressed; there is evidence of independent or external assurance; there are plans in place and these are being actively delivered and there is triangulation from other sources (e.g. patient or staff feedback)
Reasonable Assurance	There is evidence of a good understanding of the matter or issue to be addressed; there are plans in place and these are being delivered against agreed timescales; those that are not yet delivered are well understood and it is clear what actions are being taken to control, manage or mitigate any risks; where required there is evidence of independent or external assurance.
Limited Assurance	There is partial clarity on the matter to be addressed; some progress has been made but there remain a number of outstanding actions or progress against any plans so will not be delivered within agreed timescales; independent or external assurance shows areas of concern; there are increasing risks that are only partially controlled, mitigated or managed
No Assurance	Management cannot clearly articulate the matter or issue; something has arisen at Committee for which there is little or no awareness and no action being taken to address the matter; there are a significant number of risks associated where it is not clear what is being done to control, manage or mitigate them; and the level of risk is increasing