

FPPC(M) 23/03
Minutes 49 - 63

NHS GREATER GLASGOW AND CLYDE

**Minutes of the Meeting of the
Finance Planning and Performance Committee
held on Tuesday 1 August 2023 at 9.30 am
via Microsoft Teams**

PRESENT

Ms Margaret Kerr (in the Chair)

Dr Jennifer Armstrong	Ms Ketki Miles
Prof John Brown CBE	Ms Anne Marie Monaghan
Ms Ann Cameron Burns	Mr Colin Neil
Mr Simon Carr	Mr Ian Ritchie
Mr Alan Cowan	Dr Paul Ryan
Dr Emilia Crighton	Ms Rona Sweeney
Mrs Jane Grant	Ms Michelle Wailes
Ms Jacqueline Forbes	Prof Angela Wallace

IN ATTENDANCE

Ms Sandra Bustillo	Director of Communications and Public Engagement
Ms Kim Donald	Corporate Services Manager - Governance
Ms Gillian Duncan	Corporate Executive Business Manager
Mr Stephen Fitzpatrick	Head of Older People's Services, Glasgow City HSCP
Ms Fiona MacKay	Director of Planning
Mrs Anne MacPherson	Director of Human Resources and Organisational Development
Ms Fiona McEwan	Assistant Director of Finance - Financial Planning & Performance
Ms Caroline Sinclair	Chief Officer, East Dunbartonshire HSCP
Prof Tom Steele	Director of Estates and Facilities
Ms Elaine Vanhegan	Director of Corporate Services and Governance

		ACTION BY
49.	Welcome and Apologies	
	The Chair welcomed those present to the August meeting of the Committee.	
	Apologies were noted on behalf of Reverend John Matthews and Cllr Chris Cunningham.	
	NOTED	

		ACTION BY
	Introductory Remarks	
	The Chair noted that Item 12 - Laboratory Managed Service Procurement Briefing had been circulated late. The Committee were content to accept the paper.	
	<u>NOTED</u>	
50.	Declaration(s) of Interest(s)	
	The Chair invited members to declare any interests in any of the matters being discussed. There were no declarations of interest.	
	<u>NOTED</u>	
51.	Minutes of Previous Meeting	
	The Committee considered the minute of the previous meeting, Tuesday, 13 June 2023 [Paper No. FPPC(M)23/03] and were content to approve the minute as a complete and accurate record subject to the following amendments.	
	<u>Item 36 – Social Listening</u> The Chair requested that all actions from the minute are reflected in the RAL.	Secretary
	<u>APPROVED</u>	
52.	Matters Arising	
a)	Rolling Action List	
	The Committee considered the Rolling Action List [Paper No. 23/28].	
	The Committee were content to accept the recommendation that two actions were closed.	
	The Committee were content to approve the RAL.	
	<u>APPROVED</u>	
53.	Urgent Items of Business	
	The Chair asked members if there were any urgent items of business. There were no items of business noted.	

		ACTION BY
	<u>NOTED</u>	
54.	Annual Delivery Plan and Medium Term Plan	
	<p>The Committee considered the Annual Delivery Plan (ADP) and Medium Term Plan (MTP) [Paper 23/29] presented by Ms Fiona MacKay, Director of Planning.</p> <p>Ms MacKay explained that both plans were developed following detailed guidance received from the Scottish Government (SG) in February 2023. Ms MacKay noted that the guidance was very detailed and set the tone for the requirements across both of the plans, with a focus on 10 recovery drivers.</p> <p>Ms MacKay highlighted the importance of ensuring both plans were aligned to the corporate statements, priorities and linked to local strategies. Ms MacKay assured Members that there was a cross system approach, and IJBs were included in the development of both plans.</p> <p>The Committee noted that the MTP focussed on context and direction regarding the Board’s long term ambitions; and therefore did not require an action plan.</p> <p>The ADP and MTP were submitted to the SG on 31st July 2023 for sign off, and positive feedback had been received.</p> <p>In response to a question regarding measurable outcomes, Dr Armstrong explained that the ADP has targets and is measured against a RAG system which is reviewed quarterly. The MTP focusses on strategic issues, but it was acknowledged that the monitoring of ambitions was important.</p> <p>There was a query regarding the requirement for a MTP, as NHSGGC has an established planning programme in place. Mrs Grant highlighted the complex landscape faced by health and social care following the pandemic, and that during discussion with the Scottish Government regarding the purpose of the plan it was noted that there was a need for clarity regarding the remobilisation of services.</p> <p>With regards to setting priorities within both plans, the Committee were assured that the appropriate governance processes were in place and any changes to priorities would be fed through the Committee.</p>	

		ACTION BY
	<p>In response to a query regarding staff engagement, the Committee were advised that wider staff groups had been included in the development of the plans, including Chief Nurses, Chief of Medicine, as well as the Area Partnership Forums where information would be cascaded to the wider teams.</p> <p>It was agreed that the MTP would come back to the Committee intermittently to provide updates on the outcomes achieved via the AIF.</p> <p>The Committee were content to approve both ADP and MTP.</p> <p><u>APPROVED</u></p>	
55.	IJB Strategic Plan – Glasgow City HSCP	
	<p>The Committee considered the IJB Strategic Plan – Glasgow City HSCP [Paper 23/30] presented by Mr Stephen Fitzpatrick, Head of Older Peoples Services, Glasgow City HSCP.</p> <p>Mr Fitzpatrick highlighted that the Plan sought to position health and social care services in what has been a challenging period; in particular noting the financial challenges faced across partnerships. Mr Fitzpatrick explained that there had been extensive engagement that had taken place to form the Plan, including engagement with service users, families, carers and the third sector. A number of priorities had been brought forward, including:</p> <ul style="list-style-type: none"> • Prevention, early intervention and well-being • Strengthening communities to reduce harm • Supporting greater self-determination and informed choice • A healthy, valued and supported workforce • Supporting people in their communities • Building a sustainable future. <p>Mr Fitzpatrick noted that an effort had been made to ensure that the Plan was aligned to Moving Forward Together and ensure evidence of delivery and impact. The Committee were advised that a Development Session had been scheduled for 6th September 2023, where there would be ongoing scrutiny of the Plan and its outcomes.</p> <p>The Committee were assured by the report.</p> <p><u>ASSURED</u></p>	

		ACTION BY
56.	Capital Plan 2023/24 - 2025/26	
	<p>The Committee considered the Capital Plan, 2023/34-2025/26 [Paper 23/31] presented by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil highlighted that the initial Plan was referenced through the Annual Delivery Plan and was also presented to the Committee in February 2023 based on the projections at that time. The projections were reviewed after the year end expenditure was finalised which has resulted in some amendments, and the Committee were asked to consider these amendments. Mr Neil confirmed that unallocated elements would be updated through the Finance Report.</p> <p>In response to a query regarding the Ligature Review, Mr Neil confirmed that a separate line would be included in the Capital Plan to demonstrate the level of investment. The Committee were advised that work was underway in this area, and the expenditure would be fed through the Finance Report.</p> <p>In response to a query regarding allocation and priorities, Mrs Grant highlighted that all projects are approved through the appropriate governance route, noting alignment to the Board's objectives. It was agreed that an update on the governance route would be brought back to the next Committee meeting.</p> <p>The Committee were content to approve the report.</p> <p><u>APPROVED</u></p>	<p>Mr Neil</p> <p>Ms McEwan</p>
57.	Performance Report	
	<p>The Committee considered the Performance Report [Paper 23/32] presented by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil highlighted the number of CAMHS patients seen under 18 weeks had increased to 92.3%. Compliance with Psychological Therapies had been at 88.2%, which was an improvement from the May figures. The percentage of patients accessing podiatry services under 4 weeks had improved at 94%. The Committee noted that MSK remained challenged at 32%, and that this was an area of focus with the team.</p> <p>Mr Neil reflected the challenges with regards to Acute and Mental Health Delayed Discharges, sitting at 271 and 71 respectively.</p>	

		ACTION BY
	<p>In response to a query regarding the data shared with the Committee, it was noted that the A&E and Delayed Discharge figures could be more up to date for review at the Committee moving forward.</p> <p>The Committee discussed the MSK performance where it was noted that the service were facing resourcing issues. Mrs Grant also reflected that the longest waiters were, correctly, being prioritised and the impact that this can have on a performance figure measured against 4 weeks, highlighting that the average wait was sitting at 6 weeks. The Committee agreed that further detail on the challenges and mitigations within MSK should be provided.</p> <p>With regards to Delayed Discharges, it was acknowledged that this was a significant challenge and there was a query regarding the actions being taken vs the impact demonstrated within the report. Prof Wallace assured members that different models were being tested to ensure patients were in the right place at the right time. Prof Wallace also reflected on the positive feedback received from an unannounced HAI visit to the Gartnavel General Hospital, where 2 wards had been opened to create capacity; highlighting that, despite being in hospital, patients were receiving the best care possible. The Committee acknowledged the complex nature of Delayed Discharges and noted the work done by the senior management team to manage this area.</p> <p>The Committee reflected on the cross service impact of Delayed Discharges and the need to deep dive into the issues faced by the services, particularly during this winter. It was agreed that the September Board Seminar would review this topic in more detail.</p> <p>The Committee were assured by the report.</p> <p><u>ASSURED</u></p>	<p>Mr Neil</p> <p>Ms Culshaw</p> <p>Secretary</p>
58.	Financial Monitoring Report	
	The Committee considered the Finance Monitoring Report [Paper 23/33] presented by Mr Colin Neil, Director of Finance.	

		ACTION BY
	<p>Mr Neil summarised as at 31 June 2023, highlighting an overspend of £33.76m in relation to unachieved savings; pay and non-pay of £10.5m, Acute overspend of £9.57m with Junior Doctors noted as a pressure area. Mr Neil advised that there was a slight underspend in Partnerships; however, noted that there were pressures and coverage from reserves was required. Mr Neil also highlighted there was a delay with HSCP prescribing data which would be available within the next report.</p> <p>Mr Neil confirmed that in relation to Sustainability and Value £21.5M had been secured at month 3 on a recurring basis; however, this was behind the target trajectory for month 3 and further progress is required given the annual finance plan target of £75m on a recurring basis.</p> <p>In response to a query regarding funding for the Agenda for Change pay increase, Mr Neil confirmed that this would be cost neutral as funding was assumed from the Scottish Government.</p> <p>In response to a question regarding reserves, it was agreed that further detail on the impact of the budget cuts, and the reserves, would be brought back to the next meeting.</p> <p>With regards to the Junior Doctor pay pressures, Mr Edwards advised that a full review of rotas had taken place across Acute to ensure that the appropriate cover, and costs, were in place. There was also additional focus to reduce the use of locums.</p> <p>In response to a query regarding the review of the annual accounts and the salaries noted, Mr Neil advised that this reflected out of hours payments for senior clinicians. It was agreed that further detail regarding the salaries in the annual accounts and the use of agencies would be reviewed further at the Acute Services Committee and added to their annual cycle of business.</p> <p>The Committee were assured by the report.</p> <p><u>ASSURED</u></p>	<p>Mr Neil</p> <p>Secretary</p>
59.	Laboratory Managed Service Procurement Briefing	
	<p>The Committee considered the Laboratory Managed Service Procurement Briefing [Paper 23/34] presented by Mr Colin Neil, Director of Finance.</p>	

		ACTION BY
	<p>Mr Neil highlighted the challenges faced within the initial procurement exercise which was supported by NHS Shared Business Services. Mr Neil reported that advice and support was being sought from the CLO and a KC has also been appointed in regard to the action received.</p> <p>Mr Neil reflected that the priority is to maintain the service provision to ensure patients are not impacted and the current agreement with the incumbent allows for service continuity.</p> <p>In response to concern as to why National Services Scotland did not lead on the procurement, it was agreed that Mrs Grant would raise this issue with the Scottish Government, as it was recognised that this was a risk to NHS Scotland wide.</p> <p>The Committee were assured by the update.</p> <p><u>ASSURED</u></p>	Mrs Grant
60.	Assurance Information Framework	
	<p>The Committee considered the Assurance Information Framework which was presented by Ms Elaine Vanhegan, Director of Corporate Services and Governance.</p> <p>Ms Vanhegan reflected on the Blueprint for Good Governance (2nd edition), highlighting the requirement of the AIF is to provide the frequent and informative performance and financial reports to assure the Board that it is delivering safe, effective, patient-centred, affordable and sustainable services.</p> <p>The Committee were advised that the AIF had gone through two phases; the first was a review of all the information that fed through the Standing Committees. Phase 2 included a short life working group who met 3 times in 2023, allowing a User Requirement to be drafted. Ms Vanhegan confirmed that Phase 3 was underway with a Director Action Group meeting to review and frame the information available, while aligning the data with the AIF requirements.</p> <p>Prof Brown highlighted the timescale for the AIF to be completed, acknowledging the need for this to be ready for the October Board Meeting. Ms Vanhegan confirmed that an update would be brought to the August Board Meeting with a view to conclusion and final review at the October Board Meeting.</p>	Ms Vanhegan

		ACTION BY
	<p>The Committee were assured by the report.</p> <p><u>ASSURED</u></p>	
61.	Corporate Risk Register	
	<p>The Committee considered the ‘Corporate Risk Register’ [Paper 23/26] presented by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil confirmed the actions were reviewed at the June 2023 CMT Meeting and there were no formal changes proposed.</p> <p>In response to a query regarding the Delayed Discharges score, Mr Neil agreed to reflect on the information and provide an update at the next meeting.</p> <p>Professor Tom Steele, Director of Estates and Facilities, highlighted a risk surrounding ageing infrastructure with regards to RAAC. Prof Steele explained that this product was used in the 1950s-1980s and a national alert had been raised. Prof Steele highlighted that a desktop review had taken place with regarding to the age of the state noting 42 sites of interest. This information was shared with NHS Scotland who are coordinating the response. The CRR will be updated to reflect any further guidance received.</p> <p>The Committee were content to approve the paper.</p> <p><u>APPROVED</u></p>	<p>Mr Neil</p> <p>Mr Neil/Prof Steele</p>
62.	Closing Remarks and Key Messages for the Board	
	<p>The Chair thanked Members for attending and advised on the key messages for the Board:</p> <ul style="list-style-type: none"> • Important strategic items recommended for approval for the NHSGGC Board • Helpful update in terms of finances and performance • Scrutiny of current live issues <p>The Chair thanked the Executive Team, and members for the level of questioning that proved helpful.</p> <p>The Chair closed the meeting.</p> <p><u>ASSURED</u></p>	

		ACTION BY
63.	Date and Time of Next Scheduled Meeting	
	The next meeting would be held on Tuesday, 03 October 2023 at 9.30 am by MS Teams	