

## Standing Committee Chairs Board Report

<b>NHS Greater Glasgow &amp; Clyde</b>	<b>Paper No. 22/98</b>
<b>Paper Title</b>	<b>Standing Committee Chairs Board Report</b>
<b>Meeting:</b>	<b>Board Meeting</b>
<b>Date of Meeting:</b>	<b>20 December 2022</b>
<b>Purpose of Paper:</b>	<b>For Assurance</b>
<b>Classification:</b>	<b>Board Official</b>
<b>Name of Reporting Committee</b>	<b>Finance, Planning and Performance</b>
<b>Date of Reporting Committee</b>	<b>06 December 2022</b>
<b>Committee Chairperson</b>	<b>Mrs Margaret Kerr</b>

### **1. Purpose of Paper:**

The purpose of this paper is to inform the NHS Board on key items of discussion at NHS GGC Finance, Planning and Performance Committee.

### **2. Recommendation:**

The Board is asked to note the key items of discussion at the recent meeting of the Finance, Planning and Performance Committee on Tuesday 6 December 2022 as set out below and seek further assurance as required.

### **3. Key Items of Discussion noting purpose; Assurance/Approval/Awareness.**

#### **3.1 GP OOH Update**

- Paper provided for assurance
- The Committee noted that there had been a change to the model of care highlighting that 'telephone first' was introduced during Covid-19.

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- The Committee were assured that although there had been a reduction in OOH sites, the system was stable.
- The Committee were advised that Home Visiting and access to transport was still available for patients.
- The Committee were assured by the update provided.

### **3.2 Digital Strategy**

- Paper provided for awareness
- Board Members received an update on the Digital Strategy at the Board Seminar held on 29<sup>th</sup> November 2022.
- Board Members, and the Committee, were assured by the work undertaken and were happy to endorse for onward approval at the December Board Meeting.

### **3.3 Primary Care Improvement Plan - Update**

- Paper provided for assurance.
- The Committee were advised that the vaccination programme was on track to meet the target completion time.
- The Committee were assured that a recent recruitment drive had been successful with 750 staff being appointed across community and pharmacy.
- The Committee were assured by the update provided.

### **3.4 IJB Strategic Plan – West Dunbartonshire**

- Presentation provided for assurance.
- The Committee received a presentation on the West Dunbartonshire IJB Strategic Plan.
- The Committee discussed the Plan and noted that it was still in draft form and a further update would be provided in 2023.
- The Committee were able to offer their feedback on the plan, which included ensuring it was appropriately linked to relevant strategies, e.g. Digital.
- The Committee were assured by the update provided.

### **3.5 QEUH/RHC Update**

- Paper provided for assurance.
- The Committee agreed that future updates would come to the meeting as and when appropriate, as opposed to remaining a standing agenda item.
- The Committee were advised that the 3 year contract to works on the Atrium at the QEUH had begun on 29<sup>th</sup> November 2022.
- The Committee were assured by the update provided.

**3.6 Financial Monitoring Report**

- Paper provided for assurance.
- The Committee was updated on the Board's October financial position and remaining budget deficit.
- The Committee were assured that actions were ongoing to reduce the budget deficit further.
- The Committee were assured by the update provided.

**3.7 Performance Report**

- Paper provided for assurance.
- The Committee were updated on the Board's current performance.
- The Committee received a presentation regarding Delayed Discharges and the scrutiny and action plans that were being developed to mitigate the risk and impact.
- The Committee were assured by the update provided.

**4. Issues for referral to other Standing Committees or escalation to the NHS Board.**

None.

FPPC(M) 22/05  
Minutes 71 - 89

## NHS GREATER GLASGOW AND CLYDE

### Minutes of the Meeting of the Finance Planning and Performance Committee held on Tuesday 11 October 2022 at 9.30 am via Microsoft Teams

#### PRESENT

Ms Margaret Kerr (in the Chair)

Ms Susan Brimelow OBE	Rev John Matthews OBE
Professor John Brown CBE	Professor Iain McInnes
Ms Ann Cameron-Burns	Ms Ketki Miles
Mr Simon Carr	Ms Anne-Marie Monaghan
Mr Alan Cowan	Mr Ian Ritchie
Mr Chris Cunningham	Ms Michelle Wailes
Ms Jane Grant	

#### IN ATTENDANCE

Dr Jennifer Armstrong	..	Medical Director
Ms Sandra Bustillo	..	Director of Communications and Public Engagement
Ms Kim Donald	..	Corporate Services Manager Governance/Board Secretary
Ms Gillian Duncan	..	Corporate Executive Business Manager (Minutes)
Mr William Edwards	..	Chief Operating Officer, Acute Services
Ms Jillian Neilson	..	Programme Manager
Ms Carol Harvey	..	Senior Business and Delivery Manager
Mr Andrew Gibson	..	Chief Risk Officer (Paper 22/38)
Ms Fiona MacKay	..	Assistant Director of Planning (Paper 22/31)
Mrs Anne MacPherson	..	Director of Human Resources and Organisational Development
Ms Fiona McEwan	..	Assistant Director of Finance
Ms Susanne Millar	..	Chief Officer, Glasgow City HSCP
Mr Colin Neil	..	Director of Finance
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
Prof Angela Wallace	..	Executive Nurse Director

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			<b>ACTION BY</b>
<b>71.</b>	<b>Welcome and Apologies</b>		
	<p>The Chair welcomed those present to the October meeting of the Committee.</p> <p>Apologies were noted on behalf of Dr Emilia Crighton and Dr Paul Ryan.</p> <p><b><u>NOTED</u></b></p>		
<b>72.</b>	<b>Introductory Remarks</b>		
	<p>The Chair acknowledged that two of the papers had been “to follow” and consequently had been distributed later. Members confirmed that they were content to consider these items.</p> <p>The Chair also advised that Professor Brown, Mrs Grant, Dr Armstrong and Mr Edwards would require to leave at 11.30 am to attend a visit by the Cabinet Secretary.</p> <p><b><u>APPROVED</u></b></p>		
<b>73.</b>	<b>Declaration(s) of Interest(s)</b>		
	<p>The Chair invited members to declare any interests in any of the matters being discussed. There were no declarations of interest.</p> <p><b><u>NOTED</u></b></p>		
<b>74.</b>	<b>Minutes of Previous Meeting</b>		
	<p>The Committee considered the minute of the previous meeting, Tuesday 9 August 2022 [Paper No. FPPC(M)22/04] and were content to approve the minute as a complete and accurate record, subject to the following amendment:</p> <ul style="list-style-type: none"> <li>- Amend the third paragraph in Minute 60, Inverclyde IJB to read “...what savings programme <b>was</b> being put in place...”.</li> </ul> <p><b><u>APPROVED</u></b></p>		

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			<b>ACTION BY</b>
<b>75.</b>	<b>Matters Arising</b>		
	<b><u>Rolling Action List</u></b>		
	<p>The Committee considered the Rolling Action List [Paper No. 22/39].</p> <p>In response to a query about when the HSCP Delayed Discharges Audit [Minute No. 55] would be available, it was reported that this was due to go to the Glasgow City IJB Board at the end of October and Ms Vanhegan would circulate this to the NHS Board when it was available. It was agreed that this would remain on the RAL as an ongoing item meantime.</p> <p>Ms Kerr asked for an update on the GP Out of Hours (GPOOH) proposal [Minute No. 63]. Mrs Grant said that work on the proposal was ongoing and it was key to note that the GPOOH service delivery was stable. It had been intended that the proposal would be presented to the December meeting of the Committee, however, this was a complex piece of work and it was acknowledged that this timescale may be challenging and subject to change. Mrs Grant reported that Ms Sandra Bustillo, Director of Communications and Public Engagement, and her team were working on the consultation and engagement process and were actively engaged with Healthcare Improvement Scotland (HIS). The Committee requested that this item be marked as ongoing and not closed and the RAL would be updated accordingly.</p> <p>There was a discussion around the HSCP Strategic Plan – Inverclyde [Minute No. 60] and whether the Committee required to review the Plan again. Ms Elaine Vanhegan, Director of Corporate Services and Governance, reported that previous Plans had not returned to the Committee, however, the Information Assurance Framework will be reviewed at the NHSGGC Board meeting and this will include detail on information flows.</p> <p>The Committee were content to approve the RAL.</p> <p><b><u>NOTED</u></b></p>		<p>Ms Vanhegan Secretariat</p> <p>Secretariat</p>

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		<b>ACTION BY</b>
<b>76.</b>	<b>Urgent Items of Business</b>	
	The Chair asked members if there were any urgent items of business. There were no urgent items of business noted.  <b><u>NOTED</u></b>	
<b>77.</b>	<b>QEUH/RHC Update</b>	
	<p>The Committee considered the QEUH/RHC Update [Paper 22/40] presented by Professor Tom Steele, Director of Estates and Facilities.</p> <p>Professor Steele advised that the report provided a detailed update to the Committee on the rectification programme following discussion at a previous meeting. Professor Steele provided assurance that there was a proactive implementation plan in place, including work to review resilience and check areas against performance specifications. He also advised that the project team was in close contact with clinical teams to arrange access to areas with minimal disruption to staff and patients.</p> <p>Professor Steele confirmed that there would be a biannual update report to the Committee which would provide assurance and governance around this work.</p> <p>In response to a query, Professor Steele advised that there were good links in place with regulatory bodies including the Health and Safety Executive (HSE).</p> <p>The Committee were assured by the progress of this work.</p> <p><b><u>NOTED</u></b></p>	
<b>78.</b>	<b>QEUH Atrium Wall Lining Replacement – Business Case</b>	
	<p>The Committee considered the QEUH Atrium Wall Lining Replacement Business Case [Paper 22/41] presented by Professor Tom Steele, Director of Estates and Facilities.</p> <p>Professor Steele provided an overview of the work required to replace the wall linings within the QEUH atrium and asked the Committee to approve the business case. Professor Steele said</p>	

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	<p>that the work would be overseen by the Rectification Programme Board and that NHS Assure had confirmed the project met the national design process. If approved, it was intended to award the contract outlined in the report with a view to commencing the work in November 2022.</p> <p>Mr Colin Neil, Director of Finance, advised that this had been discussed with capital finance colleagues in the Scottish Government and, subject to Committee approval, the business case would be submitted to the Scottish Government to request funding and approval to proceed. Mr Neil advised that he was reassured on the best value of the proposed contract.</p> <p>Ms Sandra Bustillo, Director of Communications and Public Engagement, advised that she was working closely with Professor Steele and his team on a clear and proactive communications plan which would include engagement with stakeholders.</p> <p>The Committee were content to approve the Business Case and, subject to Scottish Government approval, the awarding of the contract.</p> <p><b><u>APPROVED</u></b></p>	
<b>79.</b>	<b>Strategic Planning Framework</b>	
	<p>The Committee considered the Strategic Planning Framework [Paper 22/42] presented by Dr Jennifer Armstrong, Medical Director.</p> <p>Dr Armstrong advised that the paper was to provide the Committee assurance on the progress of the strategic planning and commissioning actions in the Active Governance Framework. She said that there had been significant changes in strategic planning over the last few years, and the planning team had developed closer relationships and improved engagement with the Integration Joint Boards (IJBs) as well as the corporate team, and she was assured that the framework around the governance of planning was now significantly stronger.</p> <p>Dr Armstrong introduced Ms Fiona MacKay, Director of Planning, who outlined the process undertaken in developing the Strategic Planning Framework ensuring alignment with the Annual Delivery Plan and the Board’s operational priorities. She explained that</p>	

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	<p>the governance around the planning structure was through the Corporate Management Team (CMT) which included the HSCP Chief Officers. She advised that cross-system meetings were in place and the Terms of Reference of the whole system planning group had been refreshed.</p> <p>In response to a query about how emerging strategies would be integrated into the Framework, Ms MacKay said that this was intended to be a live document and would respond to new strategies as they were developed and implemented.</p> <p>Professor Brown asked for assurance that all strategies and plans had been captured and if there were strategies in place to deliver against the corporate objectives. Ms MacKay said that, as a next step, the planning team would review this and ensure the strategies were appropriate aligned to corporate objectives.</p> <p>In response to a query about the process of recording actions, Ms Vanhegan said this was tied into the work on Active Governance and information which would be captured as part of the Assurance Framework. Ms Vanhegan advised that further information regarding the Information Assurance Framework would be shared at the December Board Meeting.</p> <p>The Committee were content to note the paper.</p> <p><b><u>NOTED</u></b></p>	Ms Mackay
<b>80.</b>	<b>Glasgow City Integration Joint Board Strategic Plan Review</b>	
	<p>The Committee considered the Glasgow City Integration Joint Board Strategic Plan Review [paper 22/43] presented by Ms Susanne Millar, Chief Officer, Glasgow City HSCP.</p> <p>Ms Millar advised that the paper provided an update on work that was underway to review the Strategic Plan which was intended to be published in March 2023. The draft Plan was currently out for consultation until the end of October 2022.</p> <p>Ms Millar said that an ambitious programme of engagement had been undertaken in drafting the Plan and comments received through this process had shaped this draft, and would continue to shape the Plan over the next few months. She advised that the HSCP team had linked closely with the Board's corporate</p>	



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	The Committee were content to note the paper.	
	<b><u>NOTED</u></b>	
<b>81.</b>	<b>Medication Assisted Treatment Standards</b>	
	<p>The Committee considered the Medication Assisted Treatment Standards report [paper 22/44] presented by Ms Susanne Millar, Chief Officer, Glasgow City HSCP.</p> <p>Ms Millar said that the report provided an update on progress made on implementation of the Medication Assisted Treatment (MAT) Standards in NHSGGC. Ms Millar advised that work was ongoing to achieve green status by 2023, although she acknowledged that there were some risks to meeting this target, for example, the challenges in recruiting staff. She reported that the six HSCPs had submitted implementation plans to the Scottish Government by the end of September 2022 and a Board-wide implementation group had been established to ensure oversight of the MAT standards.</p> <p>Ms Millar said that the reduction in Drug Related Deaths had been added to the Board's corporate priorities and this was led by the Director of Public Health and reported to the Population Health and Wellbeing Committee.</p> <p>Ms Kerr thanked Ms Millar for the update and the Committee were content to note the paper.</p> <p><b><u>NOTED</u></b></p>	
<b>82.</b>	<b>Annual Delivery Plan - Update</b>	
	<p>The Committee considered the Annual Delivery Plan Update [Paper 22/45] presented by Dr Jennifer Armstrong, Medical Director.</p> <p>Dr Armstrong advised that the Annual Delivery Plan (ADP) for April 2022-March 2023 had been submitted to the Scottish Government in July 2022. She advised that there was a detailed template underlying the ADP and a delivery update would be submitted to the Scottish Government quarterly. Further detail on mental health timescales had been requested by the Scottish Government and this was being reviewed in line with the response.</p>	



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	<p>Dr Armstrong said that primary care was also a key focus with around 11,000 appointments per week and GPs seeing an average of 30 patients a day. Pharmacists were also a key community support. Dr Armstrong highlighted the importance of ensuring the public were signposted to the most appropriate model of care. Ms Bustillo said that the Communications Team continued to work with the Director of Primary Care and colleagues to promote the message, but it was acknowledged that there needed to be ongoing dialogue nationally to support the population.</p> <p>The Committee were content to note the update.</p> <p><b><u>NOTED</u></b></p>	
<b>84.</b>	<b>Financial Monitoring Report</b>	
	<p>The Committee considered the Financial Monitoring Report [Paper 22/46] presented by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil provided an overview of the month 5 financial position which showed an overspend of £43.98 million, most of which was attributed to unachieved savings of £42.63 million. Mr Neil reported that the COVID-19 pressure had been reduced from £26 million to £7.9 million following a full review of forecasted costs. Further work on reducing this was underway, and it was noted that this did not take account of the SATA changes which would be reflected in the next report. Mr Neil reported that the forecast expenditure for HSCPs in relation to COVID-19 had reduced to £41.9 million and he reported solid progress on cost containment and classification of costs. He advised that COVID-19 exit strategies were being developed and these needed to be in place from 1 April 2023.</p> <p>Mr Neil advised that the key pressures in the Acute Division were medical salaries, drug costs, out of area beds and diagnostic reporting. Mr Neil reported that the HSCPs were reporting an overall break even position.</p> <p>Mr Neil said that the Financial Improvement Plan (FIP) had achieved £9.79 million in savings against the £53.7 million target which was a small improvement from the previous report.</p> <p>Mr Neil reported that the capital position was stable.</p>	

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	<p>Mr Neil advised that the Scottish Government had written to Boards following the Quarter 1 review and further work was being undertaken to meet these expectations.</p> <p>In closing, Mr Neil reported that there had been substantial progress made over the last two months but acknowledged that this was a challenging year, and there needed to be continued efforts made to identify additional recurring and non-recurring savings.</p> <p>Mr Neil advised that he would be meeting with finance colleagues in the Scottish Government to discuss the plan and the projections in more detail and he would provide further detail on the balance at the December meeting of the Committee. In response to a query about the financial risk, Mr Neil advised that this was reflected in the Corporate Risk Register and would be updated as required.</p> <p>Ms Kerr thanked Mr Neil for the helpful update and noted this would be reflected in the corporate risk paper.</p> <p>The Committee were content to note the paper.</p> <p><b><u>NOTED</u></b></p>	
<b>85.</b>	<b>Performance Report</b>	
	<p>The Committee considered the Performance Report [Paper 22/47] presented by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil advised that the paper reported the performance against the Key Performance Indicators (KPIs) outlined in the Performance Assurance Framework. Mr Neil reported that the alcohol and drugs waiting time target had been met and the GPOOH target had been exceeded. He reported that although Podiatry and CAMHS were showing signs of improvement, there remained pressures in MSK physiotherapy. He also reported that delayed discharges remained a key challenge and actions were underway to improve performance.</p> <p>In response to a query on delayed discharges and the process for discussions with patients and their relatives, Professor Wallace said that work was ongoing around how the patient journey could be improved and discharge planning was part of that. She advised that there was significant work underway on delayed</p>	



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	<b>APPROVED</b>		
<b>87.</b>	<b>Property Committee Minutes</b>		
	<p>The Committee considered the approved minutes from the Property Committee that had taken place on 10 May 2022 [Paper 22/49] presented by Professor Tom Steele, Director of Estates and Facilities.</p> <p>Professor Steele advised that these minutes were provided for information. The Committee requested that any future presentation of the minutes should include further background detail on any areas that the Committee should be aware of and Professor Steele agreed to provide this in future.</p> <p>In response to a query about the Central Decontamination Unit (CDU) at Cowlairs, Professor Steele acknowledged that this had been a concern previously but he advised that significant remedial work had been undertaken over the last 18 months with the majority of the heavy equipment being renewed. He therefore assured the Committee that the CDU was in good condition and there were no current concerns.</p> <p>The Committee were content to note the update.</p> <p><b><u>NOTED</u></b></p>		Prof Steele
<b>88.</b>	<b>Closing Remarks and Key Messages for the Board</b>		
	<p>The Chair thanked those present for attending the meeting and advised that the key messages for the Board would be prepared from the Minute. Ms Kerr said that the key item had been the approval of the business case for the atrium wall linings and noted that the Committee had also received important updates on the Winter Plan and the Annual Delivery Plan as well as the finance and performance position.</p> <p>Ms Kerr acknowledged that the meeting had been longer than anticipated and some members had to leave before the end and she would reflect on this for future meetings.</p> <p>Ms Kerr thanked Members for attending and closed the meeting.</p> <p><b><u>NOTED</u></b></p>		

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			<b>ACTION BY</b>
<b>89.</b>	<b>Date and Time of Next Scheduled Meeting</b>		
	The next meeting would be held on Tuesday 6 December 2022 at 9.30 am by MS Teams		