

APPROVED Minute

NHS Grampian

Performance Assurance, Finance & Infrastructure Committee

17 April 2024, 1400 to 1600

(Microsoft Teams Meeting)

Chair – Mr Sandy Riddell

Present

Sandy Riddell (Chair)	Non-Executive Board Member, NHS Grampian
Derick Murray	Non-Executive Board Member, NHS Grampian
Tracy Colyer	Non-Executive Board Member, NHS Grampian
Joyce Duncan	Non-Executive Board Member, NHS Grampian
Dennis Robertson	Non-Executive Board Member, NHS Grampian

In Attendance

June Brown	Executive Nurse Director
Adam Coldwells	Chief Executive From 1410
Alison Evison	Board Chair, NHS Grampian
Alex Stephen	Director of Finance/Executive Lead for Performance
Alan Wilson	Director of Infrastructure & Sustainability

Guests

Caroline Clark	Chief Nurse, Women's and Children's Item 5.1
Katie Colville	Associate Director of Midwifery Item 5.1
Jillian Evans	Head of Health Intelligence Item 3.2
Geraldine Fraser	Portfolio Executive Lead, Integrated Family Portfolio Item 5.1
Preston Gan	System Transformation Programme Manager
Jennifer Matthews	Corporate Risk Advisor Item 5.2
Gavin Payne	General Manager of Facilities & Estates Item 3.2
Alan Sharp	Deputy Director of Finance Item 4

Apologies

	No apologies noted
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Minute taker

David Creighton	Senior Administrator/PA
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Item	Note	Action
1.	<p>1. Welcome and Apologies</p> <p>The Chair welcomed everyone to the meeting.</p> <p>2. Minutes of previous meeting (28 February 2024)</p> <p>Minute accuracy typo on page 5 subsistence should be sustenance. Approved with change.</p> <p>Asked about page 8 in relation to “carefully selected indicators across deliverables” and does this mean the committee/board do not get the full picture? The Director of Finance acknowledged there were concerns raised about indicators not</p>	

		<p>being shown for some areas that were red and provided clarity that the board report included a summary a summary table as an audit trail. Work is ongoing to achieve the best balance of reporting process and how this is presented to PAFIC for future meetings.</p> <p>Recommendations for spotlights/deliverables to be discussed at the next PAFIC Meeting on 5th June 2024</p>	PG
	3. Matters Arising	No matters arising noted	
2. Committee Matters	<p>1) Forward Planner for rest of year to be included in 5th June 2024 Meeting Papers</p> <p>2) 5th June 2024 Draft Agenda</p>	<p>The Chair advised further to the question about indicators that he recently met with the System Transformation Programme Manager and supporting colleagues in relation to criteria reporting for more coherence and to ensure no gaps. The chair was impressed with what was suggested for spotlights and monitoring red areas prior to further discussion on 5th June 2024. Depending on discussions it was suggested it may be worthwhile to have a one off short development session in Autumn, if required and to check items coming forward for any areas of concern.</p> <p>The System Transformation Programme Manager thanked the Chair and the committee for the support. The new criteria will be given a trial run to apply principles in practice.</p> <p>The Director of Finance advised that a high level agenda for the 5th June 2024 PAFIC meeting was provided as below (subject to change once discussed at the upcoming agenda setting meeting). A forward planner for the remaining meeting of the year would be provided as part of papers for the 5th June 2024 meeting with items confirmed by respective leads. The Director of Infrastructure & Sustainability advised that the Asset Base Review would be superseded by Whole System Planning which will come to PAFIC.</p> <p>Infrastructure:</p> <ul style="list-style-type: none"> • Baird and Anchor if required • Digital update • Asset Base Review <p>Finance:</p> <ul style="list-style-type: none"> • Q4 update • 23/24 Year end value & sustainability plan update <p>Performance:</p> <ul style="list-style-type: none"> • 23/24 Annual Delivery Plan Q4 SG Report + Spotlights • Portfolio Deep Dive TBC • Strategic Risk - Finance 	SR/AS/PG
3. Infrastructure – Exec Lead Alan Wilson	<p>Topics and paper author:</p>	3.1 The Chair advised as it was a busy agenda it was assumed committee members have read all papers for this and remaining items in the agenda. Introductions and questions and answers to be kept brief where possible.	

<p>1) Future Infrastructure Planning Arrangements & AMG Reporting to PAFIC</p>	<p>The Director of Infrastructure & Sustainability advised the paper was up to date and he was happy to answer any questions.</p> <p>Committee member points raised in discussion</p> <ul style="list-style-type: none"> • Phase 1 - Maintenance Business Continuity Investment Plan to bring buildings up to standard, including environmental standards. The Director of Infrastructure & Sustainability confirmed phase 1 is a business as usual approach to keep current infrastructure running and is not an improvement plan. Whole System Planning includes environmental standards as one of the criteria. • Phase 2 - Clinical Medium Term Plans and Whole System Planning in relation to including Primary and Social Care. The Director of Infrastructure & Sustainability confirmed that the named Primary Care Premises Group will work alongside the Whole System Planning, which will work closely with Health and Social Care Partnerships (HSCPs) and the 3rd Sector for delivery of services within current infrastructure • Thinking outside of the box working with the private sector to utilise premises such as leisure centres to set up clinics and classes. This in turn would enable utilisation of current infrastructure for vital things as part of a tactical approach to ensure prioritisation within the financial budget. • Notice of any upcoming maintenance to clinical colleagues to allow any restructuring or rearrangements as appropriate. The Director of Infrastructure & Sustainability confirmed this is taken on a case by case basis with as much notice as possible given. Maintenance will go ahead 9/10 times and for any issues there is clear engagement and communication with services and transparency of decision making reported to SG. • The £13.4M funding for infrastructure presents challenges in relation to the size of the organisation and estate, as such expenditures will require clear prioritisation. Currently there is no indication of funding being increased, however SG have helped specific projects in the past <p>PAFIC were asked to note the development of a Whole System Planning approach as agreed by the Asset Management Group.</p>	<p>3.2 The Chair advised the paper highlighted intended outcomes towards the strategy, outlining governance arrangements and detail on specific progress in relation to each of the themes. It was noted that Non-Executive Board Member Derick Murray who is a Sustainability Champion and a member of the Sustainability Governance Group was given sight of an early draft for comment prior to the final version being presented to PAFIC.</p>	
<p>2) Climate Emergency and Sustainability</p>			

	<p>Progress Update</p>	<p>The Head of Health Intelligence advised the paper highlights the risks associated in achieving net zero emissions and equally, not achieving net zero. Focus on decarbonisation projects which even if funded are unlikely sufficient to meet targets. Highlighted continuing financial penalties for exceeding carbon allowances, attributed to combined heat and power technology reliant on gas. Positive progress received in terms of the Climate and Health Impact Assessment towards green health systems and green communities, working closely with partners for development planning</p> <p>Committee member points raised in discussion</p> <ul style="list-style-type: none"> • Suggested the paper is escalated to a full Board meeting to produce a full plan, tying in all strategies to achieve net zero. This would help provide credibility to NHSG and aid discussions with SG. The General Manager of Facilities & Estates confirmed currently there is no overall plan. Defined strategic assets to be confirmed as part of portfolios strategies. In addition, similar to most public bodies the technology for large scale heating and power generation is not commercially available as yet. Options being looked at are Hydrogen which again is not available at the commercial scale required and Deep Geothermal which while more promising than hydrogen is some way off from being affordable and deliverable. • There may be benefit in seeking external help to work in collaboration with some partners for some more immediate solutions as part of longer term plans • How does NHSG compare Nationally? The General Manager of Facilities & Estates confirmed NHSG are behind the National average. Two specific challenges contributing to this are a dispersed portfolio property and that NHSG generate most of their own electricity unlike some other Boards • Promotion of prevention plans across Grampian, aware of work in the background from planners for NHSG & IJBs with little evidence as yet. The Head of Health Intelligence agreed that packaging up work being done to make it more understandable would be beneficial • Praise for the Health and Transport Action Plan which is seen as an exemplar plan across Scotland. • Embedding sustainability as part of business as usual supported by management. The Head of Health Intelligence advised of training for champions to encourage applying this to every day practice • Suggested being clearer on a people first approach across areas of work to help promote and obtain commitment from colleagues. • The Chief Executive welcomed the suggestion to take the paper to the full Board, but suggested that the steps required to obtain a cohesive single plan are outlined 	<p>JE</p> <p>PG/DC</p>
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		<p>and taken back to a future PAFIC meeting prior to the Board. It was noted that the financial ability to invest in areas and justification of investment without downgrading health benefits is important as part of the process</p> <p>PAFIC were asked to note the progress against the Climate Emergency Sustainability Strategy and risks that required to be managed.</p> <p>PAFIC approved an increased frequency of reporting to the committee and approved an annual Board Seminar on Climate Sustainability and develop discussions for a North East Seminar.</p> <p>Signpost to discussions for the Chief Executive Report for the next Board Meeting</p>	<p>/JE</p> <p>SR/AE</p> <p>AC</p>
<p>1. Finance – Exec Lead Alex Stephen Topics and paper author: 1) Finance update – 23/24 Verbal Update</p>		<p>The Deputy Director of Finance provided a verbal update. Key points below:</p> <ul style="list-style-type: none"> • Ledger closed 16th April 2024 to consolidate the financial position. • Agreed with SG to achieve a deficit of £25.1M. Looking to come in at a deficit under £25.1M. This is good news to have been able to stabilise the financial position. • Waiting for three pieces of information to confirm the position: <ul style="list-style-type: none"> ○ Financial position of IJB's which combines the position on social care held by the Councils, ○ Inter-Board transfers with other Boards in Scotland, ○ Central reserves position. • NHSG will have to contribute to Moray and Aberdeenshire overspends. • Process to agree balances with other boards in Scotland. • Waiting final funding letter from SG . • Final Year End position to be reported to SG then a full report will go to Board Members and the Chief Executive team (CET). • This is the first year that NHSG have overspent against its revenue budget. Non-recurring support has helped support the financial position. • NHSG will need to formally write to SG to approve brokerage to meet the deficit. <p>Committee member points raised in discussion</p> <ul style="list-style-type: none"> • The Chair thanked for the update on the financial position. Given the focus on Finance at the 28th February 2024 PAFIC meeting there were no surprises. • The Chief Executive wished to that the Director of Finance, the Deputy Director of Finance and the Finance Team for 	

		<p>helping NHSGs credibility to meet the brokerage cap agreed with SG .</p> <ul style="list-style-type: none"> Confirmed the National date for closing accounts is the 19th April 2024. The Deputy Director of Finance will inform any unexpected developments. <p>PAFIC agreed to note the update on the financial position.</p>	
<p>2.</p>	<p>Performance – Exec Lead Alex Stephen Topics and paper author: 1) Portfolio Deep Dive (Integrated Family Portfolio)</p>	<p>2.1 The Chair advised this is the first Portfolio deep dive for 2024. This report was positively received in 2023 and followed a similar format. Updates on progress for assurance on priorities and actions being taken forward on challenges, with clear description of risk and mitigations in place.</p> <p>The Portfolio Executive Lead, Integrated Family Portfolio advised based on feedback received last time, the report included additional information for strategic areas in the Annual Delivery Plan (ADP). Highlighted priorities that are cross Portfolio but lead by The Portfolio Executive Lead, Integrated Family Portfolio.</p> <p>Committee member points raised in discussion</p> <ul style="list-style-type: none"> Recruitment for Obstetrics and Gynaecology Consultants. The Portfolio Executive Lead, Integrated Family Portfolio confirmed positive recruitment with 2.5 Whole Time Equivalent (WTE) in post as a split post between Dr Gray’s Hospital (DGH) and Raigmore. This should help improve waiting times for gynaecology cancer which are being closely monitored. Noting that theatre capacity is not likely to increase until the move to the Baird & Anchor facilities. Noting recent cuts in funding is an anaesthetist for Dr Grays Hospital (DGH) still on track? The Portfolio Executive Lead, Integrated Family Portfolio confirmed SG have given full commitment to funding for Model 6 with success in appointing speciality doctors and an anaesthetist at DGH with further recruitment for consultants and non-maternity specific vacancies. What percentage will be the positive outcome for Moray women to choose a consultant led birth at Raigmore? There is a work stream in place to look at choices for birth for women which include the Baird Family Hospital and DGH. In addition a consultation process will take place with a look at data to determine capacity demand. How is it intended to make the public aware of problems facing women and menopause? The Portfolio Executive Lead, Integrated Family Portfolio confirmed there has been some positive work done within the predominantly female workforce. A Lead Nurse for Women’s Health has recently come in to post who will work across both Secondary and Primary Care. Education that can be shared with Primary 	

	<p>2) Strategic Risk (Infrastructure)</p>	<p>Care colleagues is also being looked into along with wider engagement including the community.</p> <ul style="list-style-type: none"> • How does the Women’s Health Plan hope to educate the public on abortion which still has some stigma associated? The Portfolio Executive Lead, Integrated Family Portfolio confirmed access to contraception is being looked at given a national trend of increased abortion rates. The Associate Director of Midwifery advised close work with Sexual and Reproductive Health and Public Health around messaging. • National work in relation to messaging about the importance of contraception in reducing abortions and sexually transmitted diseases. Is data available in NHSG to monitor trends? The Portfolio Executive Lead, Integrated Family Portfolio confirmed there is a wealth of research ongoing through Universities and Nationally which is looked at through the Women’s Health Group. • Inpatient medical and surgical terminations not currently being carried out at DGH. Would the maternity work allow his to return to DGH? The Portfolio Executive Lead, Integrated Family Portfolio confirmed while the new consultants appointed at DGH can carry out surgical terminations work is ongoing to look at support services required to bring the service back online with no disparity in terms of access. • Support for children while on waiting Lists? The Portfolio Executive Lead, Integrated Family Portfolio confirmed support is available for families and there have been positive improvements in relation to a reduction in waiting times for children with the backlog continuing to come down. • In relation to corporate parenting. Enabling young people to be heard to make improvements based on feedback to assist with wider education from SG to local authorities. The Chair and the Portfolio Executive Lead, Integrated Family Portfolio Work to meet out with the meeting to discuss in detail with John Tomlinson. Any progress to be reported to PAFIC <p>PAFIC agreed the report provided assurance for the performance of the Portfolio, service delivery and priorities.</p> <p>2.2 The Chair confirmed the report gave a clear description of governance and oversight arrangements given impacts of the financial situation which impacts the ability to address risk.</p> <p>The Corporate Risk Advisor confirmed this was a new report to PAFIC to scrutinise the information. It was intended an updated report will come back to PAFIC and will also be tabled at the Audit & Risk Committee.</p>	<p>SR/GF</p>
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3.	Matters to escalate to Board/Committee Chairs	Ensuring the Board is sighted on the Climate Emergency and Sustainability issues. Board Members will be welcome to attend when this is next discussed.	
4.	Date of Next Meeting: Wednesday 5th June 2024, 1400 to 1600		

Chair: Mr Sandy Riddell,

Key: * Paper attached # Verbal

Notification of apologies/deputies to:

Mr David Creighton (gram.grampianchiefexecutive.scot.nhs)