

APPROVED Minute
NHS Grampian
Performance Assurance, Finance & Infrastructure Committee
28 February 2024, 1400 to 1600
(Microsoft Teams Meeting)

Board Meeting
13.06.24
Open Session
Item 13.3

Chair – Mr Sandy Riddell

Present

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

In Attendance

Adam Coldwells	Chief Executive
Steven Lindsay	Employee Director
Alex Stephen	Director of Finance/Executive Lead for Performance
Alan Wilson	Director of Infrastructure & Sustainability

Guests

Ann Bell	Non-Executive Board Member, NHS Grampian (Deputising for Joyce Duncan)
Siladitya Bhattacharya	Non-Executive Board Member, NHS Grampian
Albert Donald	Non-Executive Board Member, NHS Grampian
Geraldine Fraser	Portfolio Executive Lead IFP & Interim PEL for MUSC
Preston Gan	System Transformation Programme Manager Item 4
Jennifer Gibb	Nurse Director HSCPs & MHLDs (Deputising for June Brown)
Carmen Giles	Programme Lead Value & Sustainability Item 3
Hussein Patwa	Non-Executive Board Member, NHS Grampian
Alan Sharp	Deputy Director of Finance Item 3
John Tomlinson	Non-Executive Board Member, NHS Grampian

Apologies

Paul Bachoo	Acute Medical Director/Portfolio Executive Lead ISCP
Simon Bokor-Ingram	Chief Officer/Portfolio Executive Lead, Moray HSCP
June Brown	Executive Nurse Director
Mark Burrell	Non-Executive Board Member, NHS Grampian
Tracy Colyer	Non-Executive Board Member, NHS Grampian
Kate Danskin	Chief of Staff
Joyce Duncan	Non-Executive Board Member, NHS Grampian
Alison Evison	Board Chair/Non-Executive Board Member, NHS Grampian
Nick Fluck	Medical Director
Stuart Humphreys	Director of Marketing & Corporate Communications
Pamela Milliken	Chief Officer/Portfolio Executive Lead, Aberdeenshire HSCP
Fiona Mitchelhill	Chief Officer, Aberdeen City HSCP
Susan Webb	Director of Public Health
Tom Power	Director of People & Culture

Minute taker

David Creighton	Senior Administrator/PA
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No.	Agenda Item	Note	Action
1.	<p>1) Welcome and Apologies</p> <p>2) Minutes of previous meeting (14 November 2023)</p> <p>3) Matters Arising Infrastructure Annual Plan (backlog maintenance) update on programme manager post</p>	<p>The Chair welcomed everyone to the meeting. Apologies noted as above.</p> <p>Minute Approved for accuracy. Asked about item 3 Sustainability: Public Bodies Climate Change Duties Report which was to be deferred to PAFIC for February 2024. The Director of Finance advised sustainability and environmental fines will be included in a report at the next PAFIC Meeting on 17th April 2024</p> <p>The Director of Finance advised Garry Kidd will move into the position of Programme manager for Backlog Maintenance and his post will be backfilled for the National Treatment Centre (NTC) to support a medium term approach to Infrastructure planning. The Director of Infrastructure & Sustainability confirmed there will be regular reporting to PAFIC and the Board for Infrastructure and Sustainability.</p>	
2.	<p>Committee Matters PAFIC forward planner</p>	<p>The chair advised given current financial challenges and timings of Board and PAFIC Meetings, the agenda today is being managed with a focus on finance. This is to allow the space to focus on the budgetary situation, providing the opportunity for members of the Board along with PAFIC members to collectively seek assurance on actions being carried out to address the challenges.</p> <p>The Director of Finance advised the draft agenda for 17th April 2024 PAFIC Meeting, constructed in line with the forward planner was shared with the papers for awareness. Given the timing of the April PAFIC Meeting, finance will be a verbal update. There will be a further deep dive from one of the portfolios in line with portfolio reporting which came to PAFIC in 2023. Infrastructure reports will come forward on asset management and sustainability and environmental targets.</p> <p>The chair welcomed the helpful update from the Director of Finance for the clarity of agenda planning in line with the forward planner, and asked to confirm that the timing of the 17th April 2024 PAFIC Meeting would not allow full financial reporting given the end of the financial year. The Director of Finance confirmed it is normally the third week of April following the close of the financial year to provide full information, but it is hoped that an indication of high level information will be able to be given at the 17th April PAFIC Meeting. The Deputy Director of Finance advised the national timetable for closing accounts is the 19th of April.</p>	

<p>3. Finance – Exec Lead Alex Stephen (Board invited) Topics and paper author: 1) Finance Update 23/24 Q3 Position</p>	<p>The Chair advised the financial position is extremely tight for 2023/24. Achieving the target set by the Scottish Government (SG) will be very challenging. The key areas of assurance that PAFIC need to receive is the level of confidence that the financial target will be achieved and that NHS Grampian (NHSG) are doing everything possible to make the target.</p> <p>The Deputy Director of Finance introduced the paper.</p> <p>Committee member points raised in discussion</p> <ul style="list-style-type: none"> • What happens if NHSG don't achieve the target set out by SG? Does this get pushed into subsequent years or would further support be provided by SG? The Director of Finance confirmed brokerage is received for the difference and under current guidance there is a requirement to pay this back once a point of break-even is achieved. • About comparisons with other Boards? The Director of Finance confirmed most Boards are under financial pressure, but some Boards are starting to show a break-even position • About less evidence of progress through Value & Sustainability for management costs and vacancy control, and taxi and travel sustenance? The Director of Finance confirmed that every management post and non-clinical post is being reviewed through the Vacancy Control Panel, to review as many vacancies as possible. Progress has been made but not at the level anticipated at the start of the financial year. The Deputy Director of Finance confirmed the increase in taxi and travel sustenance costs is down to operational pressures to discharge patients to free up beds and transporting renal patients to dialysis. It was suggested to split taxi and travel sustenance costs for future reporting to ensure the best management of both patient transport and staff transport on an individual basis • About the difference in actual position and forecast in the graph? The Deputy Director of Finance confirmed the yellow line was the actual trajectory which is higher due to non-recurring adjustments. The green line was the forecast. These lines should become more aligned in coming months to end of the financial year. • About other commitments for the Baird & Anchor (B&A) running costs, are these not covered by SG? The Deputy Director of Finance confirmed SG have given full funding for capital costs, but no funding for revenue costs such as additional staffing and higher charges for energy and rates. • If the cost saving process for locums and agency nursing will continue? The Director of Finance confirmed that the cost saving work will continue into 2024/2025 financial year. The Nurse Director HSCPs & MHLDS advised the trajectory to minimise reliance on agency nursing includes 	<p>Asha/ ASte</p>
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Newly Graduated Nurses (NGNs), international recruits and Health Care Support Workers (HCSWs) to supplement nursing skills. The Chief Executive advised of ongoing work to look at efficiency of locum doctors and fundamental services managing with less locums.

- For information on drug spend in hospital settings? A group has been commissioned to look at developing a model for service /team stewardship that supports balanced governance. This will be co-chaired by the Director of Public Health, the Employee Director and the Chair of the Area Clinical Forum. Looking at how to construct teams to look at areas for improvement which includes drug spends. There is also Primary care Prescribing Budget Work being led by the Chief Officer/Portfolio Executive Lead, Aberdeenshire HSCP to bring prescribers together as part of a longer term piece of work.

The Chair asked if PAFIC and Board Members were assured everything that can reasonably be done is being done to reduce financial pressures. It was noted full assurance on achieving the financial target set out by SG could not be given based on the current information.

Paper endorsed by PAFIC and Board Members noting the context of full transparency in recent Board seminars and this PAFIC Meeting, recognising the amount of work in place to try and achieve the financial target.

The Chair advised the report provides a good synopsis of where NHSG are and the work undertaken over the last couple of months. This will be the first time that the Board have seen the decision making levels graphic and it will be worth checking that actions are closed off. The key aspects of assurance that PAFIC requires; what are the implications and confidence levels of the stage 1 savings, how will these and other savings be monitored going forward and what level of savings will be achieved through the ongoing work and how will this be reflected in the final plan.

The Deputy Director of Finance introduced the paper.

Committee member points raised in discussion

- How will this impact on the Bed Base Review? The Director of Finance confirmed this related to performance in Unscheduled Care (USC) whereby metrics indicated not enough available bed space within the system. 32 beds (out of a longer term plan for 120 beds) were initially opened which has full funding for 2024/2025, but there is no identified funding for new beds next year.

	<p>2) 24/25 Finance Position</p>	<ul style="list-style-type: none"> • The Chief Executive confirmed challenges between balancing Staff, Clinical and Financial Governance. A recent national report for USC identified ARI as having an efficient model but short of capacity. This may help support the narrative for conversations with SG on performance going forward. • Asked about B&A once opened and fully staffed, will that increase the bed base available? The Chief Executive advised staff will move to the new facility will provide additional theatre capacity for elected patients. The first tranche of creating bed capacity was limited to 32 by the ability to get staff and suitable space. The Director of Infrastructure & Sustainability further advised to be mindful of the existing estate and investment would be required to get some areas up to code and to staff and support the facilities. • Asked about the Finance Workshop held on 16th February with Operational Teams. The Director of Finance advised of productive conversations on what operational framework is required to support teams to make decisions in a multi-disciplinary approach. The co-chair group that has been commissioned to look at developing a model for service/team stewardship that supports balanced governance will help support this change of culture for financial benefit. The Employee Director advised this group has met and will prepare a commission to the CET for endorsement. It was noted engaging with relevant stakeholders is key to success. • Asked if there is the resource and capacity for the co-chair group to realise real change? The Chief Executive advised the purpose of the co-chair group is to create sustainable services - change has to happen at a team level. • The Director of Finance advised for awareness that in an upcoming meeting with SG discussions will focus on what can reasonably be done within the Medium Term Financial Framework (MTFF) without impacting performance <p>The committee noted the comprehensive report provided for awareness.</p> <p>The Chair thanked Board Members for attending PAFIC for the finance section.</p>	
<p>4.</p>	<p>Performance – Exec Lead Alex Stephen Topics and paper author: 1) NHS Grampian Annual Delivery Plan Q3 performance report + spotlights</p>	<p>The Chair advised a PAFIC will be aware a formal Performance Report has not been submitted since Quarter 3 2022/23 (January-March) for organisational assurance on performance of the ADP. For Q3 2023/2024 reporting, it is intended to highlight the improvements made towards reporting since the gap in terms of how KPIs are targeted. Alignment and coverage across strategic intent, how quarterly targets are measured with added indicators of progress on the RAG status. Assurance for PAFIC that further scrutiny and</p>	

		<p>review of the KPIs through a planned schedule of deep dives takes place at CET Performance Reviews.</p> <p>The System Transformation Programme Manager introduced the paper.</p> <p>It is recommended the Committee consider and provide comment on:</p> <ol style="list-style-type: none"> 1. The Quarter 3 2023/24 PAFIC Report presents sufficient assurance to the committee on NHS Grampian's current performance against KPIs. 2. The continued suitability of the PAFIC report format and presentation. 3. Whether the choice of Spotlights as chosen at the Board Performance Meeting is sufficiently robust to provide a cross-section of our KPI performance, and reflect a mixed picture of our achievements over the quarter. 4. Whether the noted changes to the report are suitable and appropriate, and should be retained, further refined, or removed. 5. The level of detail provided in individual Spotlights, and whether this provides an appropriate level of detail, either insufficient or excessive, to aid future reporting targeting. <p>The Director of Finance noted that the number of reds could be seen as concerning and is looking into the best way to present these and provide deep dives in Q4</p> <p>Committee member points raised in discussion</p> <ul style="list-style-type: none"> • Whole system governance, what may or may not come to PAFIC, frequency and alignment with CET Performance Meeting deep dives to ensure no gaps. Any reds that remain as such for 2 quarters or more would benefit from a clear indicator and narrative of why and what is being done and any committee meetings this has been discussed to provide assurance. It was noted that the number of reds may be related to pressures felt with the current financial situation. A new process will be put in place to clarify and describe the arrangements re indicators which are red, but have had no deep dive. This will be brought to the 5th June 2024 PAFIC Meeting. • Asked are all issues in ADP reflected in the indicators? The System Transformation Programme confirmed that the 101 deliverables are reported to SG and Quarterly CET Performance Meetings. For the reports, metrics and indicators are carefully selected across the 101 deliverables <p>Discussion of specific reports. Suggested that spotlights follow on immediately to help the flow of information</p>	<p>ASte/PG</p> <p>ASte/PG</p> <p>PG</p>
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5.	For info: Infrastructure – Deferred until 17th April 2024 Meeting		
6.	Matters to escalate to Board/Committee Chairs	The Chair thanked PAFIC Members and advised that a meeting will take place with the Chief Executive and Board Chair to continue discussions for solutions to address committees and CET needs for assurance.	
7.	Date of Next Meeting: Wednesday 17th April 2024, 1400 to 1600		