

**Approved Minute NHS Grampian
Performance Assurance, Finance & Infrastructure Committee
27th November 2024, 1400 to 1600
(Microsoft Teams Meeting)**

Chair – Mr Sandy Riddell

Present

Sandy Riddell (Chair)	Non-Executive Board Member, NHS Grampian
Colette Blackwell	Non-Executive Board Member, NHS Grampian
Ritchie Johnston	Non-Executive Board Member, NHS Grampian
Derick Murray	Non-Executive Board Member, NHS Grampian
John Tomlinson	Non-Executive Board Member, NHS Grampian (Deputising for Joyce Duncan)

In Attendance

June Brown	Deputy Chief Executive/Executive Nurse Director (From 1500)
Adam Coldwells	Chief Executive (From 1500)
Alison Evison	Board Chair
Preston Gan	Head of Performance
Steven Lindsay	Employee Director (from 1500)
Dennis Robertson	Non-Executive Board Member, NHS Grampian
Alex Stephen	Director of Finance/Executive Lead for Performance (Deputising for Adam Coldwells until 1500)
Alan Wilson	Director of Infrastructure & Sustainability
David Creighton	Senior Administrator/PA (Minute)

Guests

Colin Adam	Programme Director B&A Item 5.1
Carmen Gillies	Programme Lead Value & Sustainability Item 4.2
Stuart Humphreys	Director of Marketing & Corporate Communications Item 5.2
Martin Innes	Chief Digital Officer eHealth Item 5.2
Sarah Irvine	Senior Finance Manager Items 4.1 & 4.2
Alan Sharp	Deputy Director of Finance Items 4.1 & 4.2

Apologies

Joyce Duncan	Non-Executive Board Member, NHS Grampian
Nick Fluck	Medical Director

Item No.	Item	Discussion	Action
1.	1) Welcome and Apologies	The Chair welcomed everyone to the meeting. Deputies and Apologies noted as above. The Chair reminded Committee Members and Leads for items that it was a full agenda, it was assumed committee members will have read all of the reports, with introductions to items short and succinct.	
	2) Declarations of Interest	There were no declarations of interest noted.	

	<p>3) 2025 Meeting Dates & Forward Planner</p>	<p>The Chair advised the Forward Planner shows the meeting dates for 2025 and proposed items for each meeting. As with the 2024 Forward Planner, items will be reactive and timely and are subject to change.</p> <p>PAFIC agreed the 2025 meeting dates for invites to be issued and the continued use of the Forward Planner for meetings</p>	
<p>3.</p>	<p>Performance – Exec Lead Alex Stephen Topics and paper author:</p> <p>1) 24/25 Annual Delivery Plan Q2 report + Spotlights</p>	<p>The Chair thanked the Head of Performance for the report that was produced, inclusive of feedback from PAFIC and the Board to revise spotlight reporting and strengthen assurance.</p> <p>The Head of Performance advised the report was a mixed picture of progress compounded by key risks and challenges alongside workforce, finance and infrastructure challenges, which effects ability for overall progress. Interventions may be required for progress.</p> <p>PAFIC Questions/Comments</p> <ul style="list-style-type: none"> • Noted ongoing improvement of Performance reporting, • Access to abortion targets not being met could be detrimental, • The Director of Infrastructure & Sustainability confirmed staff are utilised when required for sickness cover. A piece of work is ongoing to reduce sickness levels. It was noted that as the condition of our Estate gets older, it is harder to meet requirements in regard to cleaning. • Need to reorganise actions within the heating plan. The Director of Infrastructure & Sustainability confirmed this is in progress with an effort to secure funding as current funding is not at previous levels, good progress is being made. • If targets are unmet are there any consequences and could current targets be prioritised to achieve short term goals or deprioritised for medium to longer term goals. The Director of Finance confirmed that unmet targets would roll to the next year. A group was being formed across NHS Grampian (NHSG) and the Health and Social Care Partnerships (HSCPs) to look at implications of not meeting targets. The Medium Term Financial Plan was closely linked to the Annual Delivery Plan (ADP) in line with resources available. This is clearly communicated to the Scottish Government. • Suggested cross referencing targets to the ADP as additional intelligence for shared awareness across all committees to strengthen contributions and encourage and motivate staff to help achieve targets 	<p>PG</p>

		<p>PAFIC has agreed the recommendations and decided not to include deliverables reviewed by PAFIC in the Board Report to keep it concise:</p> <ul style="list-style-type: none"> • Approve the progress on Quarter 2 performance reporting (FY2024/25) • Review the PAFIC Performance Report (Q2 FY2024/25) and evaluate whether the performance data and insights enhances clarity and strengthens performance assurance. • Recognise ongoing performance risks and mitigate actions supporting Deliverable and KPI achievement, maintaining progress toward year-end goals. • Decide whether the Deliverables section, an integral part of the ADP, should be reported to the Board for comprehensive performance assurance for NHS Grampian. 	
<p>4.</p>	<p>Finance – Exec Lead Alex Stephen Topics and paper author: 1) 24/25 Month 7 Update</p>	<p>The Senior Finance Manager introduced the 24/25 Month 7 Update.</p> <p>PAFIC Questions/Comments</p> <ul style="list-style-type: none"> • Noted key risks and assumptions such as medical pay awards being fully funded carries a degree of risk, • Overspent pay budgets in excess of establishment. The Senior Finance Manager confirmed over establishment in areas such as corridor care, non-standard bed spaces and supplementary staffing due to not enough baseline funded staffing. The Director of Finance confirmed that Newly Graduated Nurses (NGNs) will reduce the number of Health Care Support Workers (HCSW), • The Director of Finance confirmed SG are keen that NHSG achieve £59M. Work continues with the Chief Executive Team and producing savings with minimal impact to services. Discussions with SG are ongoing, • Integration Joint Board (IJB) overspends. The Senior Finance Manager confirmed that reserves are held and assessed throughout the year to capture anticipated overspends. The Director of Finance confirmed that he is trying to get the Chief Financial Officers and Heads of Performance from relevant IJBs together to have a conversation to discuss a joint approach to finance, • Capital budget allocation and revenue. The Senior Finance Manager confirmed for year end a full review is done on revenue to determine whether any costs can be treated as capital, <p>PAFIC agreed the recommendation:</p> <ul style="list-style-type: none"> • Discuss and note the Board’s position at the end of October and the current forecast year end position. <p>The Programme Lead Value & Sustainability introduced the 24/25 Month 7 Value & Sustainability Plan.</p>	

	<p>2) 24/25 Month 7 Value & Sustainability Plan</p>	<p>PAFIC Questions/Comments</p> <ul style="list-style-type: none"> • Non recurring finances reinforces a need for transformation and redesign to achieve 3% savings. It was noted that operational overspend has stabilised • The Senior Finance Manager confirmed the clinical fellows' support doctors in training and to fill gaps such as sickness and absence • Noted progress with the 15 box grid mandated by SG performing in the top tier for some <p>PAFIC agreed the recommendation: The Committee is asked to note this paper.</p>	
<p>5.</p>	<p>Infrastructure – Exec Lead Alan Wilson Topics and paper author: 1) Baird & Anchor Update</p>	<p>The Director of Infrastructure & Sustainability provided a verbal update on Whole System Planning, focusing on priorities for delivery which is progressing well.</p> <p>The Programme Director B&A introduced the Baird & Anchor Update</p> <p>PAFIC Questions/Comments</p> <ul style="list-style-type: none"> • Relocation of liquid nitrogen tank closely sighted to the helipad boundary could this have been anticipated? The Programme Director B&A confirmed this was prompted by a recent change in regulation, • Process with NHS Scotland Assure (NHSSA). The Programme Director B&A confirmed full transparency with NHSSA as a robust process, • The Programme Director B&A confirmed this was being reviewed and may have to come under contingency if not obligated by the contractor based on their original assessment, • The Programme Director B&A confirmed it has been provisionally agreed with NHSSA to utilise a private external advisory team, • Decision making on a risk based approach. The Programme Director B&A confirmed a new model is being tested, assessing the residual risk within the project, in relation to occupancy to inform prioritised or full scope work. Working through a corporate risk assessment. <p>PAFIC agreed the recommendations:</p> <ul style="list-style-type: none"> • Note progress on delivery of this Project. • Note the revised programme for delivery of both projects, and the anticipated update on commissioning and occupation to be given to the NHSG board in December 2024. • Note the risks to project cost and programme, in particular the resource challenges faced by the project team. 	

	2) Digital Update	<p>The Chief Digital Officer eHealth introduced the Digital Update.</p> <p>PAFIC Questions/Comments</p> <ul style="list-style-type: none"> • Positive development and investment for governance and digital security. The Chief Digital Officer eHealth confirmed this is being worked on a national and local level, noting the importance of local security to NHSG with clear messaging to be vigilant, • Noted the digital mind-set sessions will be beneficial to Board members, • Noted financial challenges in the digital budget and to ensure prioritisation of resource, • The Chief Digital Officer eHealth confirmed the strategy to come together as one digital unit and support HSCPs and General Practices (GPs) aligned with regional working. <p>PAFIC noted the report with the agreement for a further update to come to PAFIC in 2025</p>	DC
6.	Matters to escalate to Board/Committee Chairs	No matters to escalate.	
7.	Date of Next Meeting: 26th February 2025		

Chair: Mr Sandy Riddell

Key: * Paper attached # Verbal ~ Paper expected

Notification of apologies/deputies to:

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