****Approved minutes

**Meeting: Finance, Performance & Planning (FPP) Committee**

**Date: 4 November 2020**

**Venue: MS Teams Meeting**

**Members**

Linda Semple Non-Executive Director *(Chair)*

Morag Brown Non-Executive Director

Jane Christie-Flight Employee Director

Susan Douglas-Scott Board Chair

Jann Gardner Chief Executive

Karen Kelly Non-Executive Director

Stephen McAllister Non-Executive Director

Rob Moore Non-Executive Director

Gareth Adkins Director of Quality, Innovation & People

Anne Marie Cavanagh Director of Nursing and AHPs

Colin Neil Director of Finance

June Rogers Director of Operations

**In attendance**

Carole Anderson Associate Director of Quality, Performance, Planning & Programmes

Liane McGrath Head of Corporate Governance

Rikki Young Head of Planning

John Scott (item 5.5) Expansion Programme Director

**Minutes**

Lilian Russell Programme Support Officer

**Apologies**

Mark MacGregor Medical Director

**1 Opening remarks**

**1.1 Chairs introductory remarks**

Linda Semple opened the meeting and thanked everyone for their attendance via MS Teams.

The Committee members welcomed Rikki Young, Head of Planning who joined the meeting today and were also informed that Abu Aziz has recently joined the organisation as the new Head of Programmes. Carole Anderson advised that the Performance and Planning team have now completed the recruitment of all the key senior roles to support the move forward with strategic developments and programmes within NHS Golden Jubilee.

**2 Apologies**

Apologies were noted as above.

**3 Declarations of Interest**

Previous standing declarations of interest were noted, there were no new declarations to record.

**4 Updates from last meeting**

**4.1 Unapproved Minutes**

The minutes of the previous meeting were read and approved as an accurate record.

**4.2 Action Log**

There were no live actions carried over from the last meeting.

**5 Effective – Operational / Finance Performance Review**

**5.1 Operational Performance – Integrated Performance Report October 2020**

June Rogers presented the Operational Performance position to the Committee and advised that overall Interventional Cardiology activity is behind plan, with a number of patients exceeding the Treatment Time Guarantee (TTG). The situation has improved in September 2020 and the cancer target for Thoracic has been met. It was acknowledged that one of the challenges is replacing patients at short notice due to Covid 19 restrictions.

The opening of Cath Lab 5 has been subject to delay and is now due to open on 5 November 2020. Staff have been responsive and arrangements have been made to replace some activity through additional weekend sessions.

Cardiac activity is ahead of year to date plan. Committee members were updated on the operational challenges associated with the implementation 4 Nations Guidance. The implementation of an extended theatre day commenced in September 2020 and there is ongoing engagement with the clinical teams to monitor and identify any areas of improvement to support the most effective model.

A service review of Diagnostic Imaging is underway to identify improvement actions and increase productivity. A detailed plan will be provided at the next meeting of the Finance, Performance and Planning Committee.

**Action: June Rogers to provide a plan on the review of Diagnostic Imaging at the next meeting**.

Karen Kelly enquired regarding the number of SACCS patients currently on the waiting list and June Rogers advised that this cohort includes patients awaiting specialist treatment. The waiting list is continually vetted by the clinical team to review their clinical situation and identify those for clinic or for further treatment. It was agreed for June Rogers to liaise with the SACCS team and provide further details at the next meeting.

**Action: June Rogers to provide an update on the current situation within the SACCS waiting list at the next meeting**.

Ophthalmology activity is ahead of plan and the pathway continues to work well with patient numbers increased to 14 per session. The Vanguard mobile unit is due to leave the Golden Jubilee site in the middle of November 2020.

It was recognised by the Committee that although national waiting times targets have been impacted by the pandemic restrictions, clinical teams are focused on optimising capacity and working flexibly to ensure maximum productivity.

Jann Gardner took the opportunity to commend the Operational and Clinical teams for their flexibility and positive attitude in these challenging times.

The Committee noted the Operational Performance update.

**5.2 Financial Performance – Integrated Performance Report September 2020**

Colin Neil presented the Finance report for Month 6 and highlighted the following points:

* A surplus of £412k (includes core, non- core and income) was reported.
* Income was under recovered at £2,662k. This reflects underactivity for the first half of the financial year due to the direct impact of the pandemic.
* A core expenditure (pay and non-pay) underspend of £3,074k was also noted and is a direct consequence of reduced activity and expenditure for the first six month of the year.
* The non-core expenditure reflects a breakeven position.

It was reported that there is a Baseline Formula Capital of £2.691m with additional funding for the Recovery Plan and Expansion Programme.

It has been confirmed that the NHS Golden Jubilee has received all the Recovery Plan funding in full from the Scottish Government (SG). The financial position is progressing well and a break even position is anticipated by the end of March 2021.

Karen Kelly requested that details of the agreed recurring and non-recurring funding to be outlined in the next update.

**Action: Colin Neil to include confirmation of recurring and non-recurring allocation within Finance Report.**

The Committee were assured of the financial position at the mid-year point and approved the Finance Report.

**5.3 NHS Golden Jubilee Recovery and Remobilisation Update**

Colin Neil advised that the Recovery Plan is progressing well and activity is scrutinised weekly at Gold Command and is also reviewed at the Agile Governance Group. This ensures the regular evaluation of performance against projections and accompanying financial assumptions.

Carole Anderson added that based on operational performance there is weekly analysis to provide assurance on effective use of theatres through limiting cancellations and maximising all capacity opportunities. Detailed visualisation of theatre activity by specialty are included in the report and members advised that the graphic images of performance and theatre utilisation have been helpful.

The Committee noted the Recovery and Remobilisation Report.

**5.4 Annual Review Agenda and Update**

Jann Gardner referred to the Annual Review agenda and advised that this year the review will be delivered using a virtual format with no public session. The Board Chair and the Chief Executive will be present and the following will be reviewed:

* Pre-covid activity for 2019/20
* Covid 19 – initial response
* Board’s remobilisation plan for 2020/2021 – forward looking with the Expansions and how we will support other services and elective centers
* Key portfolio developments for the NHS Golden Jubilee, including NHS Academy, Innovation Accelerator and Centre for Sustainable Delivery.

The Committee noted the Annual Review agenda which will take place on 9 November 2020.

**5.5 Expansion Programme Update**

John Scott, Expansion Programme Director, joined the meeting and delivered a presentation on the New Eye Centre which is scheduled to welcome Outpatients from 19 November 2020, with theatres due to open on 23 November 2020.

Graphic images of the new center were shown to members and it was advised that the design aspirations for the building includes good visibility and the maximisation of natural light. John Scott took the opportunity to thank Robert White, Service Design Lead for his support and involvement in the design of the signposting which will be beneficial for patients with visual impairment.

It was advised that the Assurance Review Report for Phase 2 is due to be completed by December 2020 and work continues for the new Surgical Centre to open in December 2022.

Members commented positively on the new Eye Centre specifically regarding the lighting and the self-check area and commended the vast amount of work that has been delivered by staff members.

The Committee noted this update.

**6 Effective – Strategic Planning update**

**6.1 Hotel and Conference Centre**

Colin Neil advised that the preparation plans for the remobilisation of the Hotel are progressing, all plans are in line with national guidance and elements of redesign are under review.

Hotel staff are currently being utilised to support the hospital and some staff have been redeployed to support the NHS Louisa Jordan.

A reduced workforce continues to work within the Hotel undertaking ongoing maintenance, business development for future years and managing projects. Members were also advised the hotel bedroom upgrade programme will be resumed with a target completion by March 2021.

It was acknowledged that the effective use of the hotel workforce has resulted in savings being made within NHS Scotland. Committee members commended the Hotel staff for their resilience and response in supporting other NHS areas and for their continued commitment throughout the pandemic.

The Committee noted this update.

**6.2 Strategic Programme Board update**

Gareth Adkins delivery a presentation and provided members with an overview of the Board Strategy and strategic programmes and advised that the delivery and impact in some areas has been impacted by the ongoing pressures of the pandemic. Work is ongoing in delivering NHS Golden Jubilee recovery plan and there will a comprehensive review of the Board’s strategies to refresh priorities. This includes clinical strategies and decisions on lung transplant, National Elective Centre future development, diagnostic imaging and cancer services. Furthermore, the review will consider NHS Golden Jubilee’s portfolio to support NHS Scotland in Remobilisation, Recovery and Redesign (the three Rs).

There will be a number of informal workshops scheduled to showcase clinical development and to support innovative and maximise opportunities. This will provide a service review process to develop and embed modelling and data science approach to service planning and patient care pathways reviews.

The review will involve a revised governance, programme and planning management arrangement and Carole Anderson added that there will be an integrated approach to project management to ensure a consistent methodology.

Linda Semple referred to the P3 management model (Portfolio, Programme, Project) and it was advised that it is anticipated that the P3 model will be used to provide a framework to assess our current performance and plans for improvement when managing and delivering change.

The Committee noted this update.

**6.3 Winter Plan**

Gareth Adkins advised that the Winter Plan has been produced to ensure formal arrangements are in place to minimise any potential disruptions to services, patients and carers.

The Board continues to operate within the national guidelines set by the Scottish Government to minimise the risk of Covid-19 transmission.

Gareth Adkins took the opportunity to thank Rikki Young and Graham Bryson for their involvement in collating information for this report.

Members were informed that the NHS Golden Jubilee are not required to submit a report to Scottish Government, however this plan will be used locally as part of business continuity procedures and was subsequently approved by members.

**6.4 Board Risk Register**

Colin Neil provided a short overview of the newly reformatted risk register which was formally approved at the Audit and Risk Committee on 20 October 2020.

Members noted the risks associated with the Finance, Performance and Planning Committee and commented positively on the new layout of the register.

**7 For Noting**

**7.1 Integrated Performance Report – September 2020**

The Committee noted the Integrated Performance report for the month of September 2020.

The Chair recommended to remove the IPR cover paper from the agenda.

**Action: Liane McGrath to consider removing the IPR cover paper from the distribution of reports for the meeting**.

**8 Issues for reporting to GJ Board**

**8.1 Notes for reporting to GJ Board**

Committee Members agreed a short update on the following would be taken to the November 2020 Board Meeting:

* The number of patients waiting over the Treatment Time Guarantee (TTG) has improved in September 2020 and the cancer target for Thoracic has been met.
* It was recognised that although national waiting times targets have been impacted by the Covid-19 restrictions, clinical teams are focused on optimising capacity and working flexibly to ensure maximum productivity. A service review of Diagnostic Imaging is underway to identify improvement actions and increase productivity.
* Members were reassured on current activity performance against the Recovery Plan which is reviewed on a weekly basis and includes the scrutiny of cancellations and bed occupancy.
* Members were informed of the financial position for the end of September 2020. It has been confirmed that the NHS Golden Jubilee has received all the Recovery Plan funding in full from the Scottish Government (SG). The financial position is progressing well and a break even position is anticipated by the end of March 2021.
* There is a prioritised focus on the successful achievement of the 2020/21 efficiency savings within the Divisions. Regular budget meetings and a programme of Performance Review Groups is underway.
* Plans for the remobilisation of the Hotel are progressing, all plans are in line with national guidance and elements of redesign are under review. Hotel staff are currently being utilised to support the hospital and some staff have been redeployed to support the NHS Louisa Jordan.
* A reduced workforce continues to work within the Hotel undertaking ongoing maintenance, business development for future years and managing projects. Members were also advised the hotel bedroom upgrade programme will be resumed with a target completion by March 2021. Committee members commended the Hotel staff for their resilience and response in supporting other NHS areas and for their continued commitment throughout the pandemic.

**9 Any Other Competent Business**

**9.1** **Staff Awards**

Jann Gardner invited all members to join the virtual session of Staff Awards with guest presenters which will take place on YouTube this evening.

**10 Date and Time of Next Meeting**

Thursday 14 January 2021 at 10am.