**Approved minutes**

**Meeting: Finance and Performance (FP) Committee**

**Date: 12 May 2021**

**Venue: MS Teams Meeting**

**Members**

Stephen McAllister Non-Executive Director *(Chair)*

Rob Moore Non-Executive Director/ Board (*Vice Chair)*

Jann Gardner Chief Executive

Gareth Adkins Director of Quality, Innovation & People

Jane Christie-Flight Employee Director

Karen Kelly Non-Executive Director

Anne Marie Cavanagh Director of Nursing and AHPs

Colin Neil Director of Finance

June Rogers Director of Operations

Linda Semple Non-Executive Director

**In attendance**

Susan Douglas-Scott Board Chair

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

Liane McGrath Head of Corporate Governance

Nicki Hamer Deputy Head of Corporate Services

**Minutes**

Lilian Russell Programme Support Officer

**Apologies**

**1 Opening remarks**

**1.1 Chairs introductory remarks**

Rob Moore opened the meeting and thanked Committee Members for their attendance via MS Teams.

It was advised that Karen Kelly would be leaving the meeting at 10.45 and Linda Semple would be leaving at 11.10 due to other commitments.

Stephen McAllister joined the meeting and took over as Chair from item 5.1.

**2 Apologies**

Apologies were noted as above.

**3 Declarations of Interest**

Previous standing declarations of interest were noted.

**4 Updates from last meeting**

**4.1 Unapproved Minutes**

The minutes of the previous meeting were read and approved, subject to a minor amendment to the third paragraph in item 1.1.

**4.2 Action Log**

There was one action from the last meeting that has been subsequently closed.

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

**5.1 Operational Performance – Integrated Performance Report April 2021**

June Rogers took the opportunity to recognise the tremendous commitment made by Anne Marie Cavanagh and the Nursing team on International Nurses Day.

The Operational Performance position was presented to the Committee as at 31 March 2021. It was noted that the overall performance and activity, in this exceptional year, has been positive with 16,545 procedures carried out against a plan of 17,231.

Work is ongoing to optimise patient pathways and clinical teams continue to work with NHSScotland Boards to support the recovery of waiting times, including cancer service, on a national basis.

It was highlighted that key focus is being maintained with regards to maximising theatre activity, reducing on the day cancellations and monitoring bed occupancy.

Recruitment is ongoing within Ophthalmology and a procurement process is in place to identify an external provider to increase clinic and theatre activity at weekends. A new Outpatient model has been developed to increase patient throughput as this service has been significantly impacted by physical distancing.

It was reported that there continues to be an increase in Priority 2 (P2) Orthopaedic referrals which have displaced some routine activity. This is in addition to treating urgent revision case, priority patients from other NHS Scotland Health Boards and NHS Golden Jubilee (GJ) patients from existing in-patient waiting list. This is being closely monitored.

The referrals for Cardiac surgery continue at a decreased level compared to the pre-Covid period, work is ongoing to understand the reasons for this. It was reported that across the UK, referrals into cardiac services have been reduced by approximately 30%.

The Interventional Cardiology referrals continue to increase; however, the majority of patients are being treated with the Treatment Time Guarantee (TTG). Work is ongoing within the Clinical teams to address the Electrophysiology (EP) and Devices waiting list and secure admission dates for patients waiting beyond 12 weeks.

There has been an increase in requests from Health Boards for cancer services and plans have been developed for collaborative working to increase capacity. There is a phased repatriation of cancer patients back to their local Health Board.

Committee Members were informed that the NHS GJ Conference Hotel will re-open on a gradual basis with effect from 17 May 2021 and aims to be fully operational by 1 July 2021. Business bookings for quarter 3 are currently strong.

Rob Moore commented that he would be interested in visiting the Hotel team and it was recommended for one of the Executive team to accompany this site visit.

**Action: RM/Member of Exec team to visit the Hotel team following its reopening.**

Members acknowledged the flexibility of both the Hotel and Hospital staff during the past year. Consideration will be given to organising an event to recognise and show appreciation to all staff.

The Committee approved the Operational Performance update.

**5.2 Financial Performance – Integrated Performance Report April 2021**

Colin Neil presented the finance report and Committee Members were assured of the year end financial position for 2020/21. A small surplus of £38k including core, non-core and income was reported, which is in line with the previously indicated year-end breakeven forecast position.

The Capital positon was also reported as break-even at the end of the financial year. The Capital Resource Limit (CRL) allocations are progressing well and towards the year end it was also agreed with the Scottish Government (SG) to purchase a second De Vinci robot in collaboration with NHS Lanarkshire.

Members were updated on the £2.409m efficiency savings achieved, of which £1.097 was non-recurring, the remainder will be carried forward in the finance plan and this is in line with forecast.

NHS GJ Conference Hotel income was reported with a break-even position following the receipt the Scottish Government support during the pandemic.

Final allocations to the Revenue Resource Limit (RRL) funds were outlined including the national staff bonus and contribution to the annual staff pay increase.

Colin Neil explained the details of impairment which describes a reduction in the capital value initially recorded for assets. The two projects which fell into this category in 2020/21 were Phase 1 Hospital Expansion and Cath Lab building works.

The Committee were assured of the financial position as at 31 March 2021 and approved the

Finance Report.

**5.3 Year End Weekly Activity Report**

Colin Neil advised that a weekly Performance Report has been provided since the recommencement of activity in July 2020. As reported in item 5.1 activity is within 8.7% of planned procedures.

Carole Anderson added that there has been overall high theatre utilisation, including ophthalmology and the Cath Lab.

Members noted the Year End Activity Report and commented positively on the excellent achievement of all staff, considering the impact of Covid-19 pandemic.

**5.4 NHS Golden Jubilee Remobilisation Plan (RMP)**

Colin Neil provided key highlights on the RMP. This included workforce development to provide sustainable clinical and infrastructure support to meet the requirements of the plan.

The one-year activity plan (2021/22) includes sustaining and developing core clinical services such as cardiology, cardiothoracic, ophthalmology and orthopaedics to optimise outcomes, productivity and patient care experience.

Development of new essential services such as the provision of complex cancer surgery is included, in addition to the increase use of robotics and diagnostic capacity. Further details of planned activity for 2021/22 was provided across the key specialties and service areas.

It was advised that the RMP4 plans are at an early stage and further information will be available in July 2021.

The Committee noted the NHS Golden Jubilee RMP update.

**5.5 NHS GJ Financial Plan 2021/22**

Colin Neil delivered a presentation on the 2021/22 financial plan and the following points were highlighted:

* Funding has been identified for the NHS Scotland Academy.
* CfSD agreed funding is progressing well.
* 2021/22 pay award remains intact.
* Efficiency savings programme remains at £4.044m.

There are currently areas under discussion including Ophthalmology activity using independent sector support and the acceleration of Phase 2 Theatres and workforce.

The initial funding allocation is anticipated in Quarter one of 2021/22.

The Committee noted the Financial Plan 2021/22.

**5.6 Hospital Expansion Programme Update**

June Rogers updated members on the New Eye Centre and advised that recruitment has been accelerated to accommodate the future workforce plan.

It was advised that the final Healthcare Facilities Scotland (HFS) Assurance Review report for Phase 2 was formally issued at the beginning of March 2021.

The various workstreams continue to plan the requirements for the new build with regards to the transition of Level 1 (CSPD), Orthopeadic outpatients, pharmacy and theatres.

Susan Douglas-Scott commented on initial delays which impacted the Principle Supply Chain Partner (PSCP) work programme and it was advised that discussions are ongoing with the PSCP to ensure that the appropriate measures are in place to mitigate against any further impacts to the programme timescale.

The Committee noted this update**.**

**6 Corporate Governance**

**6.1 Annual Review of KPIs for IPR**

Colin Neil took the opportunity to thank Carole Anderson and the Performance and Planning team who have reviewed the Integrated Performance Report (IPR) Key Performance Indicators (KPIs) for 2021/22 in conjunction with Service Leads.

The recommended amendments to current measures was provided to members for comment.

The Committee approved the recommended amendment of the IPR KPIs. It was noted that the NHS GJ Conference Hotel indicators will be reviewed when the facility is fully operational. Research and Innovation indicators will be reviewed when the new strategy is finalised.

It is anticipated that the revised format of the KPIs will be reported for the June 2021 Committee meetings.

**6.2 FPC Annual Report 2020/21**

The final version of the Finance and Performance Committee (FPC) Annual Report was presented, which reflects the change of title of the Committee membership and includes the Terms of Reference.

Committee Members approved the FPC Annual Report.

**6.3 FPC Work plan 2021/22**

Colin Neil outlined the FPC Workplan for 2021/22. Committee Members approved the plan.

**7 For Noting**

**7.1 Integrated Performance Report – March 2021**

The Committee noted the Integrated Performance Report for March 2021.

**8 Any Other Competent Business**

There was no other competent business to discuss.

**9 Issues for reporting to GJ Board**

Committee Members agreed the following items for inclusion in the FPC Board Update for the May 2021 Board Meeting:

* Operational Performance
* Financial Position as at 31 March 2021
* An update on the Recovery Plans (RMP)
* NHS GJ Conference Hotel reopening on a gradual basis with effect from 17 May 2021
* Consideration of an event for staff to recognise their flexibility and commitment over the pandemic period.
* Approval of the Annual Review of the KPIs for the Integrated Performance Report
* Approval of the FPC Annual Report
* Approval of the FPC work plan for the coming year

**10 Date and Time of Next Meeting**

Thursday 8 July 2021 at 10am.