

Approved minutes

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

**Date:** 1 July 2020

**Venue:** MS Teams Meeting



## **Members**

|                      |  |
|----------------------|--|
| Linda Semple         | Non-Executive Director ( <i>Chair</i> )  |
| Morag Brown          | Non-Executive Director                   |
| Karen Kelly          | Non-Executive Director                   |
| Stephen McAllister   | Non-Executive Director                   |
| Anne Marie Cavanagh  | Director of Nursing and AHPs             |
| Colin Neil           | Director of Finance                      |
| Gareth Adkins        | Director of Quality, Innovation & People |
| Jane Christie-Flight | Employee Director                        |
| Jann Gardner         | Chief Executive                          |
| June Rogers          | Director of Operations                   |
| Mark MacGregor       | Medical Director                         |

## **In attendance**

|                     |   |
|---------------------|---|
| Susan Douglas-Scott | Board Chair   |
| Carole Anderson     | Associate Director of Quality, Performance, Planning & Programmes |
| Liane McGrath       | Head of Corporate Governance                                      |

## **Minutes**

|             |                    |
|-------------|--------------------|
| Tracey Wark | Personal Assistant |
|-------------|--------------------|

### **1 Opening remarks**

#### **1.1 Chairs introductory remarks**

Linda Semple opened the meeting and thanked everyone for their attendance via MS Teams. Members were advised that agile principles would be used for this meeting to ensure concise discussion.

### **2 Apologies**

There was a full complement of attendance with no apologies.

### **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

The Action log was reviewed and the Committee agreed to close actions 1 and 2 as recommended, item 3 (detailed review of strategic programmes) will be added to the September 2020 agenda.

## 5 Effective – Operational / Finance Performance Review

### 5.1 Operational Performance – Integrated Performance Report June 2020

June Rogers presented the Operational Performance position to the Committee and noted the following (refer to slides for finer detail):

- The National Elective Services Division are continuing to support NHS Scotland Boards with their urgent cancer pathway recovery plans.
- Activity levels at 1 June 2020:
  - Endoscopy slightly ahead of plan.
  - Cancer procedures ahead of plan.
  - Osteosarcoma procedures are scheduled up until the end of July 2020 and the NHS GJ team continue to work closely with NHS GG&C management team to populate sessions on a monthly basis.
  - Two theatre days per week started on 1 June 2020 for Colorectal surgery.
  - Orthopaedic surgery commenced on 30 June 2020 as did cataract procedures.
  - Diagnostic imaging continues as was including urgent cases from other boards.
  - Cardiothoracic activity is in accordance with plan.
- Heart, Lung and Diagnostics Division have continued with MDTs and outpatient clinics virtually.

An audit has commenced to assess patient willingness to attend clinics with two questions being asked:

- Are you prepared to attend at this particular time of pandemic?
- Are you prepared to isolate for 2 weeks before attending?

Gareth Adkins advised that Rob White is preparing an EQIA document as part of the Recovery Plan.

In response to questions from the Committee, June Rogers advised that options for being self-sufficient in testing (for Covid-19) are being explored.

Carole Anderson advised that the Strategic Performance Group (SPG) are developing more in depth reporting framework for the Recovery Plan and all agreed that it would be useful to hold a workshop to discuss the vision for future IPR reporting.

The Committee thanked June Rogers for this update and commended the Operational and Clinical teams for their resilience particularly during the current climate.

The Committee noted this update and approved the Operational Performance Report.

**Action: Workshop to develop the vision for future IPR reporting to be confirmed.**

## 5.2 Financial Performance – Integrated Performance Report June 2020

Colin Neil referred to the Finance Section of the IPR, highlighting the Month 2 financial performance and noted the impact of the current climate. Phase 1 and Phase 2 financial allocations were noted. Efficiency savings continue to be key for the remainder of the year to ensure targets continue to break even.

Colin Neil presented to the Committee, highlighting the following points (refer to slides for finer detail):

- Total surplus of £109k (includes core, non-core and income).
- Income – under-recovery of £1,468k.
- Core Expenditure (pay and non-pay) – underspend of £1,585k.
- Non-core Expenditure reflects an £11k favourable variance.
- Activity levels are breakeven, pending baseline assumptions.
- Key considerations include efficiency savings.
- Baseline Formula Capital of £2.691m
- Additional funding of £2m confirmed from Recovery Plan
- Expansion Phase 1 Allocation tbc c£3.2m
- Expansion Phase 2 Allocation is to be confirmed pending FBC approval.
- Full mobilisation costs agreed and anticipated post national Quarter 1 review.

The Committee thanked Colin Neil for this update and commended the Financial Team for their work.

The Committee noted this update and approved the Finance Report.

## 5.3 Recovery Plan Delivery Report Update

Carole Anderson presented to the members of the Committee (refer slides for finer detail) outlining the salient points of the report:

- During the Covid 19 pandemic response phase, performance reporting took place through daily SitRep reports to Gold Command, weekly to Agile Governance and shared with the full Board committee.
- The Board Recovery Plan was submitted to Scottish Government in May 2020 and agreed in early June 2020.
- The scope of the performance report provides scrutiny by specialty of activity versus plan (based on the agreed Recovery Plan); to provide assurance on effective use of theatre capacity through limiting cancellations and understanding classification; to provide oversight of bed utilisation by specialty and to report monthly reconciliation of activity and finance data.
- The reformed weekly performance report is being developed to provide Gold Command with increased scrutiny to assure effective delivery of the Recovery Plan. The revised content will include activity vs plan table by specialty and cumulative plan delivery to date; chart of last week plan and activity by specialty and cumulative performance; chart of cumulative weekly plans and activity compared to indicative profile up to Phase 2; theatre cancellations and bed occupancy.

The next steps include:

- Finalise performance charts
- Discuss the concept report with the Divisional Directors and Gold Command
- Continue publication of monthly Integrated Performance Report (IPR)
- Review annual KPI reporting

The first report is expected in August 2020.

The Committee approved the proposed reformat of the Recovery Plan Performance Report and commended the usefulness of having comprehensive data held in one report.

**Action: Update on status of the reformatted Recovery Plan Performance Report at the September meeting.**

## **6 Effective – Strategic Planning update**

### **6.1 Hotel and Conference Centre**

June Rogers updated the Committee advising that Bronagh Bell had drafted options to progress the bedroom refurbishment and remobilisation plans to reinstate the restaurant and small conference functions. The aim is to develop capability as conference hotel of the future.

The Committee commended the strengths of the hotel team and asked for updates on the strategic development plans in due course.

**Action: Report on the strategic plans for the Conference Hotel at the September meeting.**

## **7 Corporate Services**

### **7.1 FPP Terms of Reference**

Liane McGrath presented an updated paper as part of the annual review of the Finance, Performance and Planning Committee Terms of Reference. The minor change of note is the addition of:

- Reference to Blueprint for Good Governance

A Committee work plan will also be developed going forward.

The Committee members gave their approval and thanked Liane McGrath for this submission.

**Action: Develop an annual workplan for the Finance, Performance and Planning Committee.**

## **8 Issues for noting to Board**

### **8.1 Key Issues for reporting to GJ Board**

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

- Committee members noted the new performance reporting templates which will be implemented to provide more detailed reporting and scrutiny as part of our Recovery Plan. The first monthly report is expected in August.
- Month 2 financial performance was noted with the impact of the current climate. Phase 1 and Phase 2 financial allocations were noted. Efficiency savings continue to be key for the remainder of the year to ensure targets continue to break even.
- The development of the Full Business Case (FBC) for Phase 2 has been approved by the Senior Users Group (SUG) and is presented to the Board prior to implementation.
- The Hotel continues to be a key element of the Recovery Plan, and are developing a remobilisation plan to reinstate their functionality and capability as conference hotel of the future.

## **9 For Noting**

### **9.1 Integrated Performance Report – June 2020**

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

## **10 Any Other Competent Business**

### **10.1 Full Business Report (FBC) Phase 2**

The FBC Phase 2 will be presented to Senior User Group, Expansion Programme Board and the next Board meeting on 9 July 2020 for approval.

## **11 Date and Time of Next Meeting**

Wednesday 2 September 2020 at 10am.