

Performance Governance Committee – Minute of Meeting
Thursday 02 March 2023
Via Microsoft Teams

1.0 Attendance

Present: Non-Executive Members

Bob Martin (Chair)
 Marc Mazzucco
 Linda Semple

Board Advisor/Ex-Officio

Kirstin Dickson	Director of Transformation and Sustainability
Derek Lindsay	Director of Finance

In Attendance: Shirley Taylor Committee Secretary (Minutes)

1.1 Apologies

Apologies were received from Lesley Bowie, Claire Burden, Ewing Hope, Christie Fisher and Lee Lyons.

2. Declarations of interest

None received.

3. Minutes of the previous meeting – 19 January 2023

The minutes were approved as an accurate record.

4. Matters Arising

4.1 Action Log

The Director of Transformation and Sustainability confirmed that Part two of the audit of PMO programmes is currently underway. An update will be provided on both parts once complete.

4.2 Committee Workplan

The work plan is received at every meeting with any changes marked in red to allow changes to be easily identified.

It was noted that the draft capital plan has not as yet been issued. The Director of Finance advised that the Full Business Case for the National Treatment Centre which should have been brought to the committee in January has still to be finalised. It is anticipated that this will be presented to the Board at their meeting on 23rd May 2023. In order for this to happen it will require to be approved by PGC. Therefore the meeting scheduled for 1st June 2023 will be brought forward to early in May.

Action: Shirley Taylor

Outcome: The committee received the update and agreement provided for the date to be amended.

5. Risk Register

5.1 Strategic Risk Register

The Director of Transformation and Sustainability provided the routine risk register update pertaining to the Performance Governance Committee and drew committee members attention to the appendices detailing the review dates of the risks which have been updated as part of the review cycle.

The committee discussed risk 494 which was significantly updated due to the new waiting times targets. It was noted that even though there is a new planned care target the Scottish Government legislation around Treatment Time Guarantee (TTG) still stands. The current target is an interim target designed for recovery of services following the pandemic and working towards the TTG.

A committee member advised that discussion has taken place at another Governance Committee as to whether the responsible committee requires to consider red risks in more detail. Discussion took place around this and it was noted that the PAMS Strategy which is noted within the PGC risk register is being updated and should be received by the Committee in the near future.

Outcome: *The committee received the paper.*

6. Capital Cases and Programmes

6.1 Addendum to Full Business Case for National Secure Adolescent Inpatient Treatment Unit

The Director of Transformation and Sustainability provided the addendum to the full business case to provide committee members with some detail into the current position of the project and the journey thus far. Discussion took place around the cost increases for the project and the delays regarding the timeline for the works, negotiations are ongoing with the provider around the building construction completion date. Two-weekly meetings are taking place with Scottish Government to ensure they are sighted on the issues of the project. Due to the project being nationally funded, Scottish Government will be liable for any additional costs associated with the build.

It was noted that staff have been employed for the service however work is ongoing on protocols until the service is functional.

The committee felt it would be helpful to share the lessons learned following the process. The Director of Transformation and Sustainability agreed to make contact with John Scott from the Golden Jubilee to share experiences of the NHS Assure process however it was noted that the delayed approval of the business case has also affected the timescales for the project.

Action: Kirstin Dickson

Outcome: *The committee received the addendum to the business case*

6.2 Draft Capital Plan 2023/24

The Director of Transformation and Sustainability advised that the draft Capital Plan 2023/24 could not be tabled as discussions are still ongoing with Scottish Government with regard to certain elements of the plan affecting how the capital is delivered for 2023/24, such as the digital strategy. There are monthly meetings taking place with the Scottish Government to discuss. It is hoped the process will be concluded in the near future.

Outcome: *The committee agreed to receive the draft capital plan, once it has been agreed through internal processes.*

7. Financial and Service Management

7.1 Performance Report

The Director of Transformation and Sustainability provided the routine performance report which is a slight update to the board report and reflects the December position. Challenges in demand can be seen across the system due to winter pressures, increased covid and other respiratory infections, sickness absence rates and increased attendance. 12 hour breaches can be seen for ED due to the challenges as well as delayed transfers of care to social care.

A committee member raised issues picked up on a recent Leadership walkround whereby a team faced a high turnover of staff and increased sickness absence were being impacted by delays in recruitment processes. It was noted that a review is being undertaken by the Director of HR into the functionality and challenges being faced within the department. This process will be conducted in conjunction with partnership colleagues. It was also felt that the requirement of Corporate teams to make the same CRES savings as clinical areas could be having a huge impact.

Outcome: *The committee received the report.*

7.2 Priority Programmes 2022/23 – Month 10 Update

The Director of Transformation and Sustainability provided an update on the four priority programmes of work which were agreed for 2022-23. Within the paper it can be seen that both the Rightsizing the Workforce and Rightsizing the Bed

Footprint programmes have struggled to make progress with actions and the intentions to close unfunded beds.

In terms of the distributed working and estates rationalisation programmes, delays were faced however progress is now being made with the HR protocol document now being finalised and discussions are starting to take place across the organisation with staff.

With regard to the Electronic Patient Record programme, some delays have been identified with the Trakcare System implementation however most other actions are on track. This programme of work will be a longer term programme to upgrade digital projects and change methods of working.

Outcome: *The committee received the update*

7.3 Annual Delivery Plan – Quarter 3 Update

The Annual Delivery Plan quarter three update was provided by the Director of Transformation and Sustainability in order to keep the committee sighted on the progress and visibility of returns to the Scottish Government. Guidance has been received that work will commence on the 2023-24 Annual Delivery Plan with submission to the Scottish Government expected in the summer. The plan will be presented to the committee as appropriate.

Discussion took place around the inclusion of the situation within care homes and providers struggling to stay open due to inflation, energy costs and the costs of using agency staffing for beds.

Outcome: *The committee received the update.*

7.4 Financial Management Report – Month 10

The Director of Finance provided the Financial Management Report for month 10 and advised that the Month 11 update would be submitted to the Board at end of March. Of the £26.4 million deficit planned for the year the position at month 10 is an overspend of £23.3 million. This can be attributed to covid spend, unfunded extra acute beds to increase capacity and the overspend against medicine budgets.

A £7.5 million spend can be seen in nursing agency for the first 10 months. The spend in 2021-22 for the full year was £6.7 million so work is required to try and reduce this spend going forward. There is work ongoing nationally to look at only using framework providers for agency nursing. Around 85% of our agency spend is non framework providers and a process is being put into place within the coming three months to reduce this.

Sickness absence rates are also having an impact with a sharp increase in absence being seen since September/October 2022. All covid absences are now included within the absence statistics. A cost implication can be seen to backfill posts.

A discussion took place at the last Corporate Management Team in relation to delayed discharges across acute, the community and Mental Health Services. It was noted that the approximate cost per bed day in hospital for nursing is £175. The highest number of delayed discharges can be seen in South Ayrshire IJB and a meeting has been arranged in the coming week to discuss possible solutions for this. A transition ward has been created within Ayr hospital for delayed discharges to be accommodated. It was also noted that there will be no covid funding for next year so all additional beds will become an overspend.

The Director of Transformation and Sustainability advised that work is ongoing with IJBs to set direction from them to commission unscheduled care services and it is anticipated a more formalised approach will be in place in the coming year.

Outcome: *The committee received the report*

8. 2023/24 Budget

8.1 Draft Revenue Plan

The Director of Finance provided the draft revenue plan which is a summary of both the pay and supplies and medicines cost pressure papers recently submitted to the committee. These were also considered and the board workshop and will be refined again before being submitted to the board.

It was noted that the cost of the unfunded beds requires to be included once a plan is put into place with timescales to close these. There are currently 165 unfunded beds. The cost for these beds this year was £12.5 million however some of this was funded through the reserves held in IJBs. The overspend related to this will be added to the revenue plan.

Outcome: *The committee received the draft plan*

8.2 Three Year Financial Plan

The Director of Finance advised that the three year financial plan is issued in January with a draft completed in February and the final plan submitted to Scottish Government by 16th March. The draft plan of 9th February was considered by the committee. A meeting took place earlier in the week with the Scottish Government to discuss the financial plan. It was noted that the position is similar of that seen across Scotland with most boards showing a deficit position.

In terms of the recovery plan forward planning will take place over the longer term to see what changes are required. Discussion took place on the centralisation of ICU and the difficulties in recruitment. Service redesign will be considered for both sites with plans for UHC to become the main emergency centre and UHA to become the main elective centre. With this direction of travel, questions will be raised as to the viability of Carrick Glen.

Outcome: *The committee received the paper.*

9. Committee Annual Report

The committee considered and approved the annual report and checklist for onward submission to the NHS Board.

Outcome: *The committee approved the annual report for submission to the NHS Board.*

10. Key issues to report to the NHS Board

The Chair requested that the items to be reported to the Board are as follows:

- Addendum to business case
- Performance report
- Draft revenue plan
- Three year financial plan

Outcome: *A summary of the papers received would be prepared for presentation to the Board.*

11. Risk issues to report to the Risk and Resilience Scrutiny and Assurance Group

Nothing raised.

12. Any other competent business

12.1 Performance Governance Committee Workplan 2023-24

The committee considered and approved the workplan for the coming year.

Outcome: *The committee approved the workplan for 2023-24*

10. Date of next meeting

Tuesday 9th May 2023 at 9.30am via Microsoft Teams

Signature Date