

NHS GREATER GLASGOW AND CLYDE

**Minutes of the meeting of the  
Performance Review Group held at 9.30 a.m.  
on Tuesday, 19 September 2006 in  
Board Room 1, Dalian House,  
350 St Vincent Street, Glasgow, G3 8YZ**

**PRESENT**

Mr A O Robertson OBE (in the Chair)

Ms R Dhir MBE  
Cllr. R Duncan  
Mr P Hamilton

Cllr. J Handibode  
Mr D Sime  
Mrs E Smith

**OTHER NHS BOARD MEMBERS IN ATTENDANCE**

Sir John Arbuthnott (from Minute 44)  
Mr T A Divers OBE

Mr D Griffin  
Ms G Leslie

Mr B Williamson

**IN ATTENDANCE**

Ms H Byrne	...	Director of Acute Services Strategy Implementation and Planning
Dr E Crighton	...	Consultant in Public Health (to Minute 43)
Dr L de Caestecker	...	Acting Director of Public Health (to Minute 43)
Mr J C Hamilton	...	Head of Board Administration
Mr A McLaws	...	Director of Corporate Communications
Mr I Reid	...	Director of Human Resources
Ms C Renfrew	...	Director of Corporate Planning and Policy
Mr D Walker	...	Head of Performance and Corporate Reporting

**ACTION BY**

40. **APOLOGY AND WELCOME**

An apology for absence was intimated on behalf of Mrs A Stewart MBE.

The Chair welcomed Mr B Williamson and Dr Emilia Crighton, Consultant in Public Health, to their first meeting of the Performance Review Group.

41. **MINUTES**

On the motion of Mrs E Smith and seconded by Mr D Sime, the Minutes of the Performance Review Group meeting held on 4 July 2006 [PRG(M)06/04] were approved as an accurate record.

42. **MATTERS ARISING**

a) New Stobhill and Victoria Hospitals – Update

In relation to Minute 35(a) – New Stobhill and Victoria Hospitals: Update and Progress – Mr Divers advised that the actions agreed at the last meeting had been enacted and the NHS Board had signed the contract with the Consortium on 22 August 2006 for the new hospitals at Stobhill and the Victoria. The 27-month construction phase would commence in November 2006.

NOTED

b) Maternity Strategy – Update

In relation to Minute 36 – Maternity Strategy: Update – Ms Dhir advised that she had met with senior midwifery staff to discuss the provision of maternity services in the west and had been reassured with the description of services now and in the future.

NOTED

c) Disposal of Broomhill Hospital

In relation to Minute 35(e) – Disposal of Broomhill Hospital – it was reported that the Nominee Investment Committee – Endowments had approved the joint sale of the endowment lands and Exchequer lands.

The Central Legal Office, the NHS Board's Property Advisers and Preferred Bidder were meeting on 4 October 2006 to clarify the outstanding issues in relation to key parts of this disposal.

NOTED

43. **BOWEL SCREENING PROGRAMME**

There was submitted a report [Paper No. 06/30] from the Acting Director of Public Health on the recommendations of the NHS Greater Glasgow and Clyde Bowel Screening Multi-disciplinary Steering Group.

Dr de Caestecker introduced the report and advised that the intention would be to invite all men and women between the ages of 50 – 74 years of age and registered with a General Practice to participate in the Bowel Screening Programme every 2 years. The Programme would be co-ordinated nationally and would be integrated with the existing Colorectal Service to ensure equity for all patients.

Dr Crighton advised that the service was targeted for commencement in 2½ years and the purpose of today's discussion was to highlight the matter and raise awareness of the plans being developed nationally and locally to implement this new service. The funding identified in the paper would need to be considered along with the competing priorities at that time.

In response to a range of questions from members, Dr Crighton advised that there would be a need to target certain groups to ensure the take-up was as high as was possible and learning from other similar screening programmes would be important. Clinical quality measures would be forthcoming from NHS QIS: the potential impact of the screening programme on waiting time targets is being addressed through capacity planning and the diagnostic collaborative. Cross boundary flow patients from NHS Highland and Lanarkshire would be identified and agreement reached to cross-charge for this service.

DECIDED:

That the principles and costings of the Bowel Screening Programme and implementation from 1 April 2009 be approved.

**Acting Director  
of Public Health**

**44. FINANCE REPORT TO 31 JULY 2006 AND CLYDE FINANCIAL PLAN – 2006/07**

There was submitted a report [Paper No. 06/27] from the Director of Finance setting out the Financial Monitoring Report to July 2006 which had been developed in line with the new organisational structure and provided an overview of the financial performance across the Acute Services Division, Community Health (and Care) Partnerships, other partnerships and Clyde. In addition, following the presentation of the draft Financial Plan for Clyde 2006/07 to the previous Performance Review Group meeting, authority was now sought to formally adopt that Plan for Clyde for 2006/07.

Mr Griffin advised that the out-turn for the period to July 2006 showed overall expenditure was closely in line with the budget although the key risks at this stage had been identified as the potential for energy prices to rise again in the winter and the expenditure levels associated with treating those patients with Availability Status Codes (ASCs) could be higher than expected.

Mr Griffin reminded members that the Clyde Financial Plan monitoring would be reported separately for 3 years. Currently, the Clyde expenditure budget was set at a level £28 million in excess of available recurring funding and the NHS Board was at an early stage of developing a Cost Savings Plan to address this gap on a recurring basis.

Lastly, Mr Griffin highlighted the summary of the capital expenditure to date and advised that the Capital Planning Group was conducting a review of forecasted expenditure against all capital schemes to enable the NHS Board to firm up the requirements for 2006/07 and identifying any schemes where funding would be required to be carried forward to 2007/08. The SEHD would also require this information to inform their capital planning process across NHS Scotland for 2006/07 and beyond.

In response to questions from members, Mr Griffin explained that certain elements of the detailed service budget setting process for 2006/07, particularly related to Clyde, had not been finalized by end July but would be concluded during August/September.

Mr Divers advised that the Nurse Director was working on an overhaul of the use of Agency nurses in Clyde as part of the Recovery Plan. The use of Locums would also be considered along with the best possible use of the workforce across services.

Mr Griffin confirmed that the capital expenditure for the new Renfrew and Barrhead Health Centres was over the next three financial years commencing 2007/08 and the SEHD would contribute up to 50% of the capital costs.

**DECIDED:**

1. That the Financial Monitoring Report to 31 July 2006 be noted.
2. That the Clyde Financial Plan – 2006/07 be approved.

**Director of  
Finance**

**45. FINANCIAL PLANNING SEMINAR – SUMMARY OF CONCLUSIONS**

There was submitted a report [Paper No. 06/28] from the Director of Corporate Planning and Policy which summarised the Directors and Senior Managers event on 17 August 2006. The summary had been discussed at the recent Planning, Policy and Performance Group meeting and would be considered further by Directors next week.

**ACTION BY**

The financial planning event was a look forward in order to identify future pressures and develop coherent plans to manage expectations and drive out costs to ensure financial balance was maintained as we move forward to significant new developments.

Ms Renfrew highlighted the following key themes:-

- Need to better match supply with demand.
- Need to develop programmes of work to derive gains from single system acute and CH(C)P working.
- Workforce Productivity.
- Financial planning to better capture the consequences of acute services capital developments.
- A greater return from expenditure on IM&T.
- The need to redress the inequalities within NHS GG&C.

A separate seminar for the Clyde area would be held on 5 October 2006.

There was a challenge to identify resources for future new developments and a need to begin the process of developing a financial plan for the next 3/5 years recognising future allocations may not continue to meet the unprecedented uplifts of recent years.

Cllr. Handibode asked about the approach to NHS CHPs and whether the NHS Board had not fully challenged Local Authorities on the best use of joint resources. Ms Renfrew advised that the management model for all NHS CHPs was similar but this did not take account of the population size of the CHP. New models of working with Local Authorities on, say, Addictions had led to a different model of service and a 60% rise in activity for the same costs. There would be further opportunities to bring about service improvements with Local Authorities with no additional costs.

Sir John indicated that the Efficient Government Initiative would look very closely at the development and benefits accrued by integrated CHCPs.

Mr Sime was keen to see early engagement with the Area Partnership Forum on the setting of efficiency targets.

Ms Renfrew confirmed that the outcome of the Financial Planning event and subsequent discussions would inform the Priorities and Planning Guidance and Financial Plan, a draft of which would be submitted to the next meeting of the Performance Review Group in November 2006.

**Director of  
Corporate  
Planning and  
Policy**

**NOTED**

**46. PERFORMANCE REPORT – NHS GREATER GLASGOW:  
SEPTEMBER 2006**

There was tabled a Report [Paper No. 06/29] – Performance Report for NHS Greater Glasgow to the period September 2006.

**ACTION BY**

Mr Walker took members through each section of the report and explained that some targets still had to be finalised; data information and collection was still not complete; specific timing issues required to be ironed out and the future reports would include narrative explaining any trends/anomalies or actions being taken to redress poor performance.

A Performance Report would also be completed for each operational unit and would also be subject to local scrutiny.

Mr Walker would take on board the comments made by members and seek to complete the gaps and add narrative and submit a further report to the November meeting of the Performance Review Group and thereafter finalise the report for submission to the December NHS Board meeting.

**Head of  
Performance  
and Corporate  
Reporting**

**NOTED**

**47. SALE OF THE FORMER HAWKHEAD HOSPITAL AND ROSS HOUSE**

There was submitted a report [Paper No. 06/31] from the Director of Finance on the background to the disposal of the former Hawkhead Hospital site and Ross House.

Following marketing, a Preferred Bidder had been identified and discussions had been ongoing on site investigations, listed buildings, abnormal costs and planning and roads considerations. A Planning Application was submitted on 10 August 2006. Missives now required to be concluded, subject to clarification of some legal points and advice from the Property Adviser and District Valuer.

**DECIDED:**

That subject to the satisfactory conclusion of the small number of outstanding legal points, Missives be concluded with Keir Homes for the sale of the site on the basis that Keir had fifteen months in which to obtain planning permissions and the other necessary consents.

**Director of  
Finance**

**48. COMMUNICATIUN ISSUES: 5 JULY – 19 SEPTEMBER 2006**

There was submitted a Report [Paper No. 06/32] from the Director of Corporate Communications covering communication actions and issues from 5 July to 19 September 2006.

Mr McLaws highlighted the following:

- i) The Minister for Health and Community Care's Annual Review of the NHS Board on 22 August 2006 and the Minister's Visit to the Parent and Child Team at Gorbals.
- ii) The visit of the First Minister and Minister for Health and Community Care to the recently refurbished Endoscopy Suite at the Southern General Hospital.
- iii) The significant increase in media contacts to the Communications Team since the merger with Clyde.

**ACTION BY**

- iv) The celebration event for NHS volunteers on 27 September 2006.
- v) The launch of the recruitment CD Rom and vacancy advertising on the Board's website.

Sir John advised that the new West of Scotland Beatson Oncology Centre was now in its commissioning period and would make arrangements for NHS Board members to visit the new facility in the next 2/3 months.

**Head of Board  
Administration**

**NOTED**

49. **DATE OF NEXT MEETING**

The next meeting of the Performance Review Group would be held at 9.30 a.m. on Tuesday, 21 November 2006 in Board Room 1, Dalian House, 350 St Vincent Street, Glasgow, G3 8YZ.

The meeting ended at 11.35 a.m.