

NHS GREATER GLASGOW AND CLYDE

**Minutes of the meeting of the  
Performance Review Group held at 9.30 a.m.  
on Tuesday, 20 November 2007 in  
the Board Room, Dalian House,  
350 St Vincent Street, Glasgow, G3 8YZ**

**PRESENT**

Mr A O Robertson OBE (in the Chair)

Mr R Cleland  
Mr P Daniels OBE

Ms R Dhir MBE  
Mr P Hamilton

Mr D Sime

**OTHER NHS BOARD MEMBERS IN ATTENDANCE**

Sir John Arbuthnott  
Mr T A Divers OBE

Mr D Griffin  
Mr B Williamson

**IN ATTENDANCE**

Ms H Byrne	...	Director of Acute Services Strategy, Implementation and Planning
Ms E Campbell	...	Communications Manager
Dr P Conaghan	...	Trainee Doctor
Mr J Davidson	...	Audit Scotland
Mr J C Hamilton	...	Head of Board Administration
Mr G King	...	National Services - Scotland
Dr P Manson	...	Trainee Doctor
Dr V Noguera	...	Trainee Doctor
Ms J Quinn	...	Head of Corporate Reporting
Ms C Renfrew	...	Director of Corporate Policy and Planning
Mr J Rundell	...	Audit Scotland

**ACTION BY**

51. **APOLOGIES AND WELCOME**

Apologies for absence were intimated on behalf of Cllr. D Mackay, Mrs E Smith, Mrs A Stewart MBE and Cllr. D Yates.

The Convener welcomed Mr G King from National Services – Scotland and Drs Conaghan, Manson and Noguera who were attending the meeting as part of their development/training programme. The Convener also welcomed Mr John Davidson, Audit Scotland to his first meeting of the Group.

52. **MINUTES**

On the motion of Mr R Cleland and seconded by Mr P Hamilton, the Minutes of the Performance Review Group meeting held on 18 September 2007 [PRG(M)07/05] were approved as an accurate record.

53. **MATTERS ARISING**

a) Car Parking

In relation to Minute 46 – Communication Issues: July – September 2007 – Ms Renfrew updated members on the review to be undertaken into the Car Parking Policy. She advised that the review process was under way and this included a section on the website which encouraged comments on the operation of the Car Parking Policy to date. All comments would be analysed and amendments to the Policy considered in the new year.

NOTED

b) New South-Side Hospital and Children’s Hospital: Update

In relation to Minute 44(a) – New South-Side Hospital and Children’s Hospital: Update – Ms Byrne updated members as follows:-

- Work continued on the best use of the existing estate at the Southern General Hospital taking into account functionality and affordability;
- The Bed Model was nearing completion and would be discussed with NHS Board Members at the December NHS Board Seminar;
- The Facilities Management element of the Outline Business Case (OBC) was ongoing;
- At the request of the Scottish Government Health Directorate, costs were being obtained for an all-single rooms option;
- Discussions continued with the Scottish Government Health Directorate on the draft OBC document which was submitted in the summer;
- There were ongoing discussions with the Glasgow City Council Planning Department and it was hoped that the Planning Application would be considered in December;
- Close contact was being maintained with NHS Lothian on their development of the bed model for the Children’s Hospital to ensure consistency in approach;
- All the work above was being pulled together for the Gateway Review early in the new year. Thereafter, it was planned to submit the OBC to a special meeting of the NHS Board on Tuesday, 22 January 2008 for consideration.

Mr Divers referred to the discussions at the Joint Strategy Group meeting between the NHS Board and the University of Glasgow and, in particular, to the development of the Academic Centre.

**ACTION BY**

The development of a Framework Agreement between the NHS Board and the University was intended to be all encompassing and to incorporate all the issues of joint interest, namely – a timescale and disposal arrangements of the Western Infirmary site as it has a direct impact on the University’s Gilmorehill Development; possible early access to the site which currently houses the Sterile Pharmacy Production Unit at Western Court; the need to agree the academic bases across the City; the need to include reference within the Outline Business Case to the development of the Academic Centre (to be funded by the University) on the South Glasgow hospital site and thereafter prepare a full capital proposal for the Full Business Case and, finally, the consequences/impact of moving off the Yorkhill and other possible sites and of the development of the new Southside Hospital and Children’s Hospital on the Southern General site.

In response to a question from Mr Hamilton, members were advised that the disposal of the site at the Western Infirmary was tied to the completion of the new South-Side Hospital on the Southern General Hospital site. This was currently planned for 2013/14.

Mr Williamson enquired about whether flexibility in the bed numbers had been built-in to take account of any additional funding which may come on stream. Mr Divers advised that the Bed Model had been devised with clinical staff on need and national performance comparators and only then had it been costed. It recognised trends and would have levels of sensitivity built-in to remain flexible and capable of alteration as needs changed.

**DECIDED:**

1. That the progress in bringing together the different strands of the Outline Business Case for the New South-Side Hospital and Children’s Hospital be noted.
2. That the following diary of meetings be agreed to consider the finalisation of the Outline Business Case:
  - a) 9.30 a.m. on Tuesday, 4 December 2007 – NHS Board Seminar to consider the Bed Model.
  - b) 9.30 a.m. on Tuesday, 15 January 2008 – Performance Review Group, followed at 11.00 a.m. by a NHS Board Seminar to consider Affordability
  - c) 9.30 a.m. on Tuesday, 22 January 2008 – NHS Board meeting to consider the Outline Business Case.

**DofASSIP**

c) **Scottish Consumer Council – Call for Improvement**

In relation to Minute 44(b) – Scottish Consumer Council Survey – Call for Improvement – there was a paper [Paper No. 07/34] submitted by the Director of Human Resources setting out an Action Plan to implement the recommendations of the Scottish Consumer Council Report. The Action Plan contained two key elements – a review of customer care standards and associated training and establishing a more cohesive infrastructure to handle enquiries through effective contact points.

**ACTION BY**

In response to members' questions, Mr Divers advised that a qualitative assessment would be undertaken in response to the Report's recommendations and the Working Group's remit and membership (including a representative from the Involving People Group) would be submitted to the next meeting of the Group.

**DECIDED:**

1. That the Action Plan be noted.
2. That the Working Group's remit, membership and a progress report be submitted to the next meeting of the Group.
3. That a full Report on the implementation of the Action Plan, including the involvement of the key Directors, be submitted to the March or May 2008 meeting of the Performance Review Group.

**Director of  
Human Resources**

d) **Annual Review – Outcome**

In relation to Minute 44(a) – Annual Review – Sir John reported that the Annual Review meeting held on 10 October 2007 had been positive and very well attended. The Cabinet Secretary's letter had now been received and it had referred to the positive and helpful programme which had been arranged for the day and the informative and stimulating discussion which had taken place.

The outcome would be reported to the December 2007 NHS Board meeting and members would receive a copy of the Cabinet Secretary's letter. The Action Plan accompanying the letter would be populated with timescales and the Directors responsible for each Action and would be submitted to the NHS Board for approval and thereafter the progress monitored by the Performance Review Group.

Members who had attended the Annual Review expressed their appreciation of the performance of the team representing NHS Greater Glasgow and Clyde. In turn, Mr Divers thanked the Director of Corporate Policy and Planning and her team for the preparation and briefing which had been provided for the Annual Review.

Sir John would write to the Keep Well Clinic and Springburn Health Centre and the other Groups/Committees to thank them for their contribution to the Annual Review day and its success. Sir John would also take up the offer to share with the Cabinet Secretary reflections on the organisation and arrangements for future Annual Reviews.

**Head of  
Performance and  
Corporate  
Reporting**

**NOTED**

54. **NHS SCOTLAND: NATIONAL SERVICES SCOTLAND (NSS): SHARED SUPPORT SERVICES PROGRAMME – PLAN FOR WAY FORWARD: BOARD RESPONSE**

There was submitted a paper [Paper No. 07/35] from the Director of Finance setting out a proposed response to the Shared Support Services Director for the National Shared Support Services Programme.

**ACTION BY**

NHS Boards had recently received a Programme Plan setting out a revised way forward for the National Shared Support Services Project. The revised way forward was consistent with the direction which the NHS Board would have expected the project to take. It was proposed therefore to submit a statement which confirmed the NHS Board's endorsement for the planned way forward.

Mr Griffin took members through the detailed response (Appendix 2 of the paper) from the NHS Board and advised that the National Waiting Times Centre would not now be aligned to the NHS Board but would be aligned to the other 'Special NHS Boards'.

In response to a question from Sir John, Mr Griffin described the local and national governance and accountability arrangements and the fact that the Shared Support Services Programme was included in the NHS Board's Local Delivery Plan and would therefore be monitored as part of that process by the Performance Review Group.

**DECIDED:**

That the proposed response to the Shared Support Services Director and submission as confirmation of the NHS Board's endorsement of the planned way forward for the National Shared Support Services Programme be approved.

**Director of  
Finance**

55. **FINANCIAL MONITORING REPORT TO 30 SEPTEMBER 2007**

There was submitted a paper [Paper No. 07/36] by the Director of Finance setting out the NHS Board's financial performance for the 6-month period to 30 September 2007.

Mr Griffin advised that he had included for the first time a table showing the targets associated with the delivery of a cost savings plan as part of the Scottish Government Efficient Government – Efficiency Savings Initiative.

Mr Griffin advised that at 30 September 2007 the NHS Board was reporting a close to break-even position against a year to date budget of £1.245bn, confirming that the NHS Board continued to manage its expenditure levels in line with budget. It was planned to carry out a detailed mid-year review covering all service areas and funding sources and this will be presented to NHS Board Members in January 2008 and allow the NHS Board to firm up its forecast out-turn for 2007/08.

Mr Daniels asked about the Community Health Care Partnership budgets, in particular, where the NHS was within budget but in some CHCPs there was an overspend in Social Work. Mr Griffin advised that both organisations (the NHS Board and the City Council) remained responsible for their financial performance against their individual elements of the budgets. There was ongoing discussion about how CHCPs deploy resources to manage expenditure within total available resources: however, there was also to be a formal review of those elements of the CHCP budgets to try and achieve a re-based set of budgets for each CHCP. The outcome of this review would be reported to the Performance Review Group and NHS Board in the spring.

Mr Griffin described the ongoing discussions with the Scottish Government Health Directorates on the transitional funding levels for 2007/08 related to the current savings plan and how it was planned to address the funding gap in Clyde.

**ACTION BY**

With regard to Capital Expenditure, Mr Griffin advised that a recent review of the Capital Programme had identified that slippage in 2007/08 was around £10m. Steps had been taken by the Capital Planning Group to re-allocate this sum to alternative schemes in 2007/08 in order to achieve a year-end break-even position.

NOTED

56. **PERFORMANCE REPORT: JULY – SEPTEMBER 2007**

There was submitted a paper [Paper No. 07/37] from the Head of Performance and Corporate Reporting on the Performance Reports for Greater Glasgow and for Clyde to September 2007. Ms Quinn reported that it was planned to submit a single Report in 2008 with a commentary on key issues/challenges; similar reports for each CH(C)P would be presented to the relevant CH(C)P Committees; future reports would contain a summary of the outcome of performance meetings with the different component parts which make up NHS Greater Glasgow and Clyde and, lastly, they would in time include the health improvement targets currently being considered and developed.

Mr Daniels felt that the current Performance Reports contained too much detail although he recognised the range and complexity of the targets NHS Boards were required to report on. He also queried whether the Waiting Times and Access Targets Report required to be submitted to the NHS Board and the Performance Review Group.

Ms Renfrew agreed that it was important to have separated out the key indicators and exception reporting from the more routine monitoring. The waiting times targets had been such high profile targets for NHS Boards that to date the performance had been reported to the NHS Board to ensure public scrutiny. However, as the main targets are to be achieved by the end of this calendar year there may be a better way of reporting on the monitoring of targets in the new year.

**Head of  
Performance and  
Corporate  
Reporting**

NOTED

57. **REVIEW OF PERFORMANCE FRAMEWORK ACTION PLAN**

There was submitted a paper [Paper No. 07/38] from the Head of Performance and Corporate Reporting setting out an Implementation and Development Action Plan – 2007/08 as part of the Performance Framework. The Action Plan provided an update on progress from a corporate perspective or entity perspective as relevant.

In future this would be submitted annually to the Performance Review Group and would incorporate the progress reports of Acute Services, Mental Health and all the partnerships.

**Head of  
Performance and  
Corporate  
Reporting**

NOTED

58. **HEALTH IMPROVEMENT PERFORMANCE MANAGEMENT – DISCUSSION PAPER**

There was submitted a paper [Paper No. 07/39] from the Head of Performance and Corporate Reporting on the Health Improvement Performance Management Steering Group – Proposed Priority Outcomes for a Healthier Scotland. The paper was to inform discussions at national and regional events from October to December 2007 and members' comments were welcomed by the end of the month.

Members welcomed this paper and the national debate taking place to define and monitor health improvement and the recognition of the crucial role other agencies have in improving health. The move to shared priorities and ultimately shared targets with partner agencies was also welcomed.

Mr Williamson was aware just how difficult it might be to set numerical targets for some health improvement targets although it was recognised that not all targets would be susceptible to numerical measurement, e.g. how safe someone feels in their community.

Mr Daniels cautioned that some of the changes in health improvements would be longer term and the development of Outline Agreements would be required. The involvement of COSLA and Local Authorities was helpful and important to the outcome of the national and regional discussions on proposed priority outcomes for a healthier Scotland.

It was reported that Outcome Agreements were due to be agreed and implemented by April 2008.

**Head of  
Performance and  
Corporate  
Reporting**

**NOTED**

59. **COMMUNICATIONS ISSUES: 19 SEPTEMBER – 20 NOVEMBER 2007**

There was submitted a paper [Paper No. 07/40] from the Director of Corporate Communications covering communication actions and issues from 19 September to 20 November 2007.

Ms Campbell highlighted the following:-

- The Launch of the Director of Public Health’s Annual Report and the programme of events designed to encourage debate about issues highlighted in the report.
- The rise in the percentage of adverse media mentions, mainly due to the outbreak of infections within hospitals.
- The plans and brochure to be issued on the winter arrangements and the development of a ‘Winter Zone’ on the website and on the websites of Local Authority partners and NHS 24.
- The early plans being considered for the 60<sup>th</sup> Anniversary of the NHS in Scotland – 5 July 2008.
- The planning for the official opening of the new Beatson West of Scotland Cancer Centre and the new Gartnavel Royal Hospital.

**NOTED**

60. **PROPERTY SUB-COMMITTEE: MINUTES**

The Minutes of the Property Sub-Committee meeting held on 17 September 2007 were noted.

The Convener asked for an update on the January 2008 meeting on the disposal of the former Broomhill Hospital and the review of premises across NHS Greater Glasgow and Clyde.

**Director of  
Finance**

61. **RATIONALISATION OF IN-PATIENT GYNAECOLOGY SERVICES – NORTH AND EAST GLASGOW**

There was submitted a paper [Paper No. 07/42] from the Director of Acute Services Strategy, Implementation and Planning seeking delegated authority from the Performance Review Group for the acceptance of a tender for the rationalisation of In-Patient Gynaecology Services for North and East Glasgow.

This scheme had been included in the approved Capital Plan and would see the transfer of in-patient gynaecology services from the Glasgow Royal Infirmary to the Princess Royal Maternity as part of the NHS Board's Acute Services Strategy. The scheme had risen due to inflation from £5.8m when the Full Business Case had initially been approved by the then North Division to £6.9m.

The timescale for the receipt and evaluation of tenders did not allow submission to a Performance Review Group and therefore delegated authority to accept a tender was sought.

DECIDED:

That delegated authority be given to the Chair, Vice-Chair and Chief Executive to accept a tender for the rationalisation of the In-Patient Gynaecology Services for North and East Glasgow be approved and a report on the outcome be reported back to the next meeting of the Performance Review Group.

**DofASSIP**

62. **SPENDING REVIEW**

Mr Griffin gave a brief summary of the outcome for the NHS of the announcement of the Scottish Government's Spending Review.

The general uplift would be 3.1/3.2%; capital expenditure would be increased by 5.7% and £90m had been set aside for access targets. There had been no announcement on the uplift for the Family Health Services and a Savings Target had been set at 2% for public bodies.

Mr Griffin explained the likely impact for NHS Greater Glasgow and Clyde of the Spending Review and would keep members apprised as the detail of the Review was worked through. He advised that the next 3 years would not have the same levels of annual uplift that had been enjoyed over the recent years.

NOTED

63. **DATE OF NEXT MEETING**

The next meeting of the Performance Review Group would be held at 9.30 a.m. on Tuesday, 15 January 2008 in the Board Room, Dalian House, 350 St Vincent Street, Glasgow, G3 8YX.

The remaining meetings for 2008 would be:-

- 9.30 a.m., Tuesday, 18 March 2008
- 9.30 a.m., Tuesday, 20 May 2008
- 9.30 a.m., Tuesday, 1 July 2008
- 9.30 a.m., Tuesday, 16 September 2008
- 9.30 a.m., Tuesday, 18 November 2008

The meeting ended at 11.30 a.m.