

F&P(M)18/03  
Minutes: 33-48

NHS GREATER GLASGOW AND CLYDE

**Minutes of the Meeting of the  
Finance & Planning Committee held at  
9.30am on Tuesday, 5 June 2018 in the  
Board Room, J B Russell House, Gartnavel Royal Hospital,  
1055 Great Western Road,  
Glasgow, G12 0XH**

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**P R E S E N T**

Mr I Fraser (In the Chair)

Ms S Brimelow OBE	Dr D Lyons
Ms M Brown	Mr A Macleod
Mr S Carr	Mr J Matthews OBE
Ms M Hunter	Mrs D McErlean
Mrs J Forbes	Ms R Sweeney

**O T H E R B O A R D M E M B E R S I N A T T E N D A N C E**

Dr J Armstrong	Mr M White
Ms J Grant	

**I N A T T E N D A N C E**

Mr J Best	..	Interim Chief Operating Officer, Acute Division
Mr G Dover	..	Head of Planning and Strategy, Glasgow City HSCP
Mr G Forrester	..	Deputy Head of Board Administration
Mrs A MacPherson	..	Director of Human Resources & Organisational Development
Mr C Neil	..	Assistant Director of Finance Acute
Ms E Vanhegan	..	Head of Board Administration and Corporate Governance
Mr D Williams	..	Chief Officer, Glasgow City HSCP

**33. APOLOGIES**

Apologies were intimated on behalf of Mr J Brown CBE, Mr R Finnie, Prof Dame A Dominiczak, Mrs P McAuley OBE, and Dr L de Caestecker.

**NOTED**

The Chair sought and received the Committee's approval to take items of business out of the order on the agenda to facilitate the attendance of required officers. Accordingly, item 13 on the agenda, Health and Social Care Hub for North East Glasgow – Initial Agreement, was taken after item 9 on the agenda, Internal Audit Report Achieving Financial Balance.

**34. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**NOTED****35. MINUTES OF PREVIOUS MEETINGS****a. Minutes of the meeting of the Finance and Planning Committee of 6<sup>th</sup> February 2018:**

On the motion of Mr S Carr, and seconded by Ms J Forbes, the Minutes of the Finance and Planning Committee meeting held on 6<sup>th</sup> February 2018 [F&P(M)18/01] were approved as a full and accurate record of the meeting.

**b. Minutes of the meeting of the Finance and Planning Committee of 3<sup>rd</sup> April 2018:**

On the motion of Mr A MacLeod, and seconded by Ms D McErlean, the Minutes of the Finance and Planning Committee meeting held on 3<sup>rd</sup> April 2018 [F&P(M)18/02] were approved as a full and accurate record of the meeting, subject to the addition of 'The issue of date of travel did not feature on the patient flow chart or in the text, and' to the beginning of the second sentence in the second paragraph of item 28 at page 9 on the minute.

**AGREED****36. MATTERS ARISING****a) Rolling Action List**

The Committee noted the current Rolling Action List [Paper No 18/20].

Members acknowledged the action list updates and agreed to accept the recommendation that seven actions be closed.

Regarding the two items remaining ongoing:

- In respect of the Mary Aikenhead Centre, Mr J Best advised that a draft service level agreement had been submitted to the Centre and comments received in response, and that final details were being completed; and
- In respect of Mearnskirk Hospital, a further paper would be presented to the Committee once plans are fully developed, but patients had been informed of the end date of the contract, and that planning and engagement was underway for repatriation of patients.

**NOTED****37. FINANCE AND CAPITAL REPORT – MONTH 12 (YEAR END)**

The Director of Finance submitted a paper [Paper No. 18/21] on the Board's financial performance to year end for financial year 2017-18.

Mr White advised that the end of year figures should be considered on the basis that full auditing of the position continued, but advised that while around £70 million of non-recurring resource had supported the Board in the year, controls on Acute Division budgets in the second half of the year had led to some significant savings.

In response to Board members questions on budget overspends in Property, Procurement and Facilities Management, Mr White advised that unachieved savings formed a part of the overspend, and that while ambitious targets of around 5% had been set and to a large extent achieved, as a patient-facing department, savings needed to be made in an appropriate manner.

Mr White responded to questions on the sustainability of reducing nursing and medical locum spend by explaining that savings had been sustained through the year, and that though resource intensive to monitor, continuing this focus should enable further savings to be made.

Ms Grant reminded members of the extent of the challenge faced by the Board, but explained the role of the Financial Improvement Programme (FIP) in systematically assessing savings while managing potential risk, and advised that while all Boards rely upon use on non-recurring funding to manage service provision, continuing existence of non-recurring funding should not be relied upon and so the role of this element of funding needs to be kept visible.

In response to questions on the impact on maintenance and improvement plans of the transfer of £10 million from capital to revenue, Mr White advised that maintenance and improvement would continue to receive significant spending. Mr White further reassured members that while some slippage had occurred in capital spend on approved projects, the intended capital sums had broadly been utilised as expected.

The Chair commended the work undertaken by Ms Grant, Mr White and the senior team to achieve break-even over the year.

### **NOTED**

#### **38. DRAFT 2018-19 FINANCIAL PLAN**

The Director of Finance submitted a paper [Paper No 18/22] on the Board's draft financial plan for financial year 2018-19, asking members to note the approach and current position, and to note the 2018-19 Capital Plan.

Mr White advised members that while the current efficiency challenge forecast stood at £81.6 million, the Board would continue to work towards an efficiency challenge of £93 million for planning purposes. He advised that savings to meet the efficiency challenge should be seen as achievable through the CRES and FIP programmes, and noted that a 'tracker' was appended to the submitted paper which showed the identification of potential savings, which on a full-year equivalent basis currently total around £48.5 million.

In response to questions on financial planning, Mr White advised the Committee that regular 5-year forecasts have been presented to the Committee, and that this now reflects Audit Scotland's focus on medium term financial planning.

Responding to questions on the 'tracker' appended to the submitted paper, Mr White advised the Committee that risks highlighted in the tracker would be clarified for each proposed project through the requirement that mandates progress through Gateways 1 and 2, and that a rigorous process required intensive work but would provide evidence of rigour in identifying appropriate savings and provide confidence in

achievability. Mr White further advised the Committee that discussions were ongoing with the Scottish Government to clarify expected financial reporting.

**NOTED**

**39. INTERNAL AUDIT REPORT FINANCIAL PLANNING 2018-19**

The Director of Finance submitted a paper [Paper No 18/23] providing the Board's Internal Auditors' report on the Board's financial planning process for financial year 2018-19.

The Chair noted that this paper had been submitted to consideration only, and reminded members present that any questions or comments could be submitted to the meeting of the Audit and Risk Committee on the afternoon of 5<sup>th</sup> June which would consider the Report in detail.

**NOTED**

**40. INTERNAL AUDIT REPORT ACHIEVING FINANCIAL BALANCE**

The Director of Finance submitted a paper [Paper No 18/24] providing the Board's Internal Auditors' report on the Board's planning for achieving financial balance.

The Chair noted that this paper had been submitted to consideration only, and reminded members present that any questions or comments could be submitted to the meeting of the Audit and Risk Committee on the afternoon of 5<sup>th</sup> June which would consider the Report in detail.

**NOTED**

**41. HEALTH AND SOCIAL CARE HUB FOR NORTH EAST GLASGOW – INITIAL AGREEMENT**

The Chief Officer of Glasgow City Health and Social Care Partnership submitted a paper [Paper No. 18/27] seeking the support of the Committee to the draft initial agreement included for the proposed Health and Social Care Hub for the North East of Glasgow.

Mr Williams, accompanied by Mr G Dover, advised that a similar report had been considered by the Glasgow City IJB, and that feedback from this had influenced the paper submitted for the Committee, and that the Glasgow City Administration Committee had approved the proposal. He further advised that the proposal would be taken to the Board at its meeting on 26<sup>th</sup> June, and that subsequent to Board approval would be submitted to the Scottish Government.

Chief Officer,  
Glasgow City  
HSCP

In response to questions from Committee members, Mr Williams advised that the objective of shifting the balance of care provision from Acute sites to the community would be highlighted when submitting the plan to the Scottish Government, and that while the Glasgow City Integration Joint Board had a role in determining the most appropriate site for the development, as a capital project the Board would identify the relevant site. Mr Williams further agreed to include in the benefits realisation register that the needs of carers and individuals receiving support would be enhanced, and recognised that this project provided an opportunity to demonstrate strong and transparent partnership working.

Chief Officer,  
Glasgow City  
HSCP

**APPROVED TO GO TO THE BOARD****42. MOVING FORWARD TOGETHER UPDATE**

The Medical Director submitted a paper [Paper No. 18/25] providing an update on the development of the Board's Moving Forward Together Transformational Plan which will be presented to the Board at its meeting on 26<sup>th</sup> June 2018.

Dr Armstrong advised that the Plan has been designed to align with national and regional priorities, and adopts a whole-system approach with a focus on self-management, community networks and Acute outreach, with recognition of the population bases required to maintain specialisms. She further advised that engagement regarding the programme would continue with MSPs and local authorities being invited to events over the coming weeks, and presentation to Integration Joint Boards over the period to September.

Dr Armstrong invited comments from members of the Committee, and members suggested that the Plan could beneficially include more information on the role of social work departments, could usefully include input from the Board's equalities team, could include consideration of access to specialisms, and could consider access issues relating to increasing usage of eHealth-based service provision options. Board members further advised that consideration should be given to explaining 'next steps' to turn the vision contained in the Plan into the reality of future service provision.

Medical  
Director

**NOTED****43. WEST OF SCOTLAND REGIONAL PLAN UPDATE**

The Director of Finance updated the Committee on development of the West of Scotland Regional Plan, advising that a summary discussion document had been submitted to the Scottish Government, and, noting views from the Committee that significant work would be required to develop a plan from the existing discussion document, that a medium-term financial outlook which would enable further detailed planning remained to be published by the Scottish Government.

The Director of Regional Planning would be invited to attend the next meeting of the Committee to provide an update on developments.

Deputy Head  
of  
Administration

**NOTED****44. PATIENT TRAVEL EXPENSES SCHEME**

The Director of Finance submitted a paper [Paper No 18/26] on the Financial Operating Procedure in respect of the Patients' Travelling Expenses Scheme, noting that the matter had been considered at the previous meeting of the Committee, and advising that points raised at that meeting had influenced the drafting of the submitted paper.

Regarding the application of a limit of £50 on accommodation, Mr White advised that this guidance promoted the consistent application of procedures, but could be exceeded if necessary in individual cases. He also advised that the procedure had been benchmarked against three other territorial Boards.

In response to points raised by Members, Mr White agreed to clarify the reasoning behind a prohibition on payment of patient travel expenses had the journey been made on a separate day to the appointment arranged, and to reconsider the inclusion of the phrase 'to help protect NHS services' in Appendix 1 of the procedure.

Director of  
Finance

**NOTED**

**MINUTES FOR NOTING**

**45. CAPITAL PLANNING GROUP: MEETING OF 8<sup>TH</sup> FEBRUARY 2018**

**NOTED**

**46. PROPERTY COMMITTEE: MEETING OF 21<sup>ST</sup> MARCH 2018**

**NOTED**

**47. CLOSING REMARKS AND KEY MESSAGES FOR THE BOARD**

The Chair remarked that the Board's financial performance in 2017-18 had been good, and that significant challenges for financial year 2018-19 had been identified and reported to the Committee. He further remarked that it was notable that the Executive were showing a strong willingness to respond to points raised by non-Executive members.

**48. DATE AND TIME OF NEXT MEETING**

Tuesday 7<sup>th</sup> August at 9.30am, in the Board Room , JB Russell House, Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow, G12 0XH

The Committee noted its thanks to Mr Ian Fraser, who will finish his second term as a Board member on 31<sup>st</sup> July 2018, for his active role on the Committee and the input he has made which has assisted the Committee in undertaking its role.