SHETLAND NHS BOARD

Minutes of the Finance and Performance Committee meeting held virtually on Thursday 28 September 2023 at 13:30

PRESENT

Mr. Gary Robinson (Chair)	Mr. Colin Campbell
Mr. Colin Marsland (Executive Lead)	Mrs. Natasha Cornick

IN ATTENDANCE

Mr. Brian Chittick, Chief Executive	Ms. Edna Mary Watson, Chief Nurse Corporate
Prof. Kathleen Carolan, Director of Nursing, Acute and Specialist Services	Ms. Lucy Flaws, Planning, Performance, and Projects Officer
Mr. David Morgan, Head of Information Governance, Freedom of Information Lead, and Data Protection Officer	Mr. Sam Collier-Sewell, Information Governance Manager & Deputy Data Protection Officer

1. Apologies for absence

Apologies were received from Finance and Performance Committee (FPC) members Mrs. Emma Macdonald and Mr. Joe Higgins.

Apologies were also received from Integration Joint Board (IJB) Chief Financial Officer Mr. Karl Williamson, Director of Human Resources and Support Services Mrs. Lorraine Hall, Head of Information and Digital Technology Mr. Craig Chapman, and Head of Estates Mr. Lawson Bisset.

IJB Chief Officer Ms. Jo Robinson was not present.

2. Declarations of interest

There were no declarations of interest.

3. Minutes of 25 May 2023 meeting

The minutes of the 25 May 2023 meeting of the FPC were approved.

4. Matters arising

There were no matters arising.

5. Action Tracker

There were no matters discussed from the Action Tracker.

6. Performance Report

Planning, Performance, and Projects Officer Ms. Lucy Flaws presented the Performance Report for Quarter One, covering the period April–June 2023, including three "spotlight" appendices on Psychological Therapies (PT) indicators, Integration indicators, and Learning

Disability nursing. Ms. Flaws mentioned the continuing ambition to develop the Performance Reports, particularly which indicators are included, to be of most use to FPC and the Board.

Members and attendees went on to discuss the "lag" in data resulting from quarterly reporting and whether monthly data should also be included where available, so FPC can monitor performance timeously. Director of Nursing and Acute Services Professor Kathleen Carolan noted FPC can receive up-to-date "management information" as well as published data, as long as it is appropriately marked. Members will discuss further at the November workshop.

Members queried the NHS Shetland PT referral rate against the Scottish average, and attendees noted challenges around small-number variation and how referral-timings are influenced by pathways, as well as the potential need for greater investment in the service.

Members also asked whether treatment times are measured only in relation to "first appointments", or as a progression through a programme of treatment, aftercare, and monitoring. Attendees noted while the latter data exists and is showing concerning trends nationally, it is not emphasised by mandatory external-reporting relative to "first appointment" measurements, creating a tension in providing holistic care.

The FPC noted the contents of the Performance Report.

7. Waiting Times Report

Professor Carolan presented the Waiting Times Report, highlighting "management information" reports reviewed and acted upon weekly by the Waiting Times Group, and the significant number of patient pathways shared with NHS Grampian, which is experiencing challenges in delivering planned care. NHS Shetland will also carry a reduced bed-base into winter, due to staffing shortfall, and a number of departments and services are small, with a single point of failure. Professor Carolan noted discussions with Scottish Government (SG) are ongoing regarding NHS Shetland's allocation under the Resource Allocation Formula (NRAC) and its divergence from the actual cost of delivering even the de minimis level of care.

Members and attendees discussed the continuing challenges related to resource allocation, staff availability, obligate networks and intra-Board pathways, and service delivery.

The FPC noted the contents of the Waiting Times Report.

Standing Items

8. Financial Monitoring Report

Director of Finance Mr. Colin Marsland presented the Financial Monitoring Report, flagging the month-five financial position is £1.6m overspent. However, savings have historically mostly been delivered later in the year and discussions continue with management to confirm savings-plan delivery, in line with SG expectations. Mr. Marsland described the ongoing workforce-related cost pressures, around substantive-post recruitment, use of locums, and service re-design.

Members and attendees agreed NHS Shetland has already done almost everything possible to re-design services for cost-effectiveness, and either funding from SG must increase or some services will cease to function. Nationally, clinical staff are insufficient to meet workforce demand, and members noted funds are unavailable to cover roles deemed key by Heads of Department. Chief Executive Brian Chittick and Professor Carolan mentioned ongoing discussions with SG, taking a solutions-focused approach with an increased emphasis on narratives around the challenges of remote and rural care, to promote mutual understanding.

The FPC noted the contents of the Financial Monitoring Report.

9. Digital Health update

Head of Information and Digital Technology Mr. Craig Chapman did not provide this paper.

Mr. Marsland shared two of three digital sub-groups created in May 2023 have met and the third should meet shortly, noting that the Digital Strategy, a topic requested for inclusion in this paper, must be developed in line with the Chief Executive's objectives for the Board.

FPC Chair Mr. Gary Robinson stated he was not pleased this paper was not provided to the Committee when requested, in light of the critical NIS Report of 2022–23.

    i. **Progress on actions arising from Network and Information Systems (NIS) Annual Report for 2022–23**

   ii. **Digital Strategy**

  iii. **New Groups**

10. Business Plan

Mr. Marsland presented the FPC business plan to the Committee for review.

Members and attendees agreed the NIS Report element of the Digital Health update which was not received for this meeting should be rolled over to the next of 30 November.

11. Capital Programme progress

Head of Estates Mr. Lawson Bisset tendered his apologies for this meeting, so Mr. Robinson invited members to send on any questions to Mr. Bisset regarding this paper by email.

The FPC noted the contents of the Capital Programme progress report.

Ad-hoc Reports

12. NHS Shetland Annual Climate and Sustainability Report

Mr. Bisset tendered his apologies for this meeting, so Mr. Robinson invited members to send on any questions to Mr. Bisset regarding this paper by email.

The FPC approved the NHS Shetland Annual Climate and Sustainability Report.

13. Annual Delivery Plan

Ms. Flaws presented the "Scottish Government Annual Delivery Plan (ADP) 2023–24 – NHS Shetland Activity", mentioning increasingly prescriptive plans have been commissioned post-pandemic, but any elements less applicable to Shetland have been discussed with SG.

Professor Carolan highlighted pieces of the Plan were predicated on funding which will not now be received, so they will not be deliverable in the original time-scale, if at all—quarterly feedback will reflect the risks arising from this shortfall. Ms. Flaws confirmed feedback around risks, mitigations, and challenges will be captured in a designated, related document.

The FPC noted the contents of the Annual Delivery Plan.

14. Procurement Annual Report

The FPC noted the contents of the Procurement Annual Report.

15. IGG Snapshot Report

Head of Information Governance, Freedom of Information (FoI) Lead, and Data Protection Officer Mr. David Morgan presented the Information Governance Group (IGG) Snapshot Report, sharing an overview of the Group's work, concerns, and areas of celebration.

At members' request, Mr. Morgan elaborated on concerns around M365 and SharePoint, which is centrally controlled by National Services Scotland. NHS Board IG Leads across Scotland will not allow full use of the systems until they can exert sufficient control to mitigate IG risks, meaning reduced value for money currently. Mr. Morgan explained local documentation work on this issue is near completion and will come to FPC shortly.

The FPC noted the contents of the IGG Snapshot Report.

16. Records Management Competency Framework

Mr. Morgan presented the Records Management Competency Framework, which NHS Scotland's Records Management Forum recommends for adoption by all Boards, and the IGG recommends for adoption by NHS Shetland.

In response to a member's question regarding the Information Commissioner's Office recommendation for a standardised records-management system across all Boards, Mr. Morgan explained NHS Shetland is committed to implementing NHS Scotland's published "standard business classification scheme". This would be implemented through M365 SharePoint and the IG Department is preparing its data structures in anticipation.

Members and attendees discussed how staff training needs would be identified against this new framework, noting training would likely be prepared at a national level.

The FPC approved the IGG recommendation to adopt the Records Management Competency Framework.

17. Funding for Records Management Lead

Mr. Morgan presented the IG business case for funding a Records Management Lead.

Following discussion, the FPC advised Mr. Morgan to refer the matter to the Executive Management Team at this stage, and ensure IGG has appropriately recorded any risk.

The FPC noted the contents of the "Funding for Records Management Lead" business case.

18. Strategic Risk Report

Chief Nurse Corporate Ms. Edna Mary Watson presented the Strategic Risk Report, noting a standardized approach has been adopted to review risks monthly, as well as an emphasis on testing controls within risks. Ms. Watson highlighted control-tests for financial performance risks are due in the coming quarter, and the Risk Management Group recently discussed reviewing organisational risks around treatment-time guarantees and the Covid-19 pandemic. The IG risks relating to records management and documentation, as mentioned in agenda items 15–17, are due for review by 31 October.

The FPC noted the contents of the Strategic Risk Report.

   i. **Appendix 1—overview of strategic risks by highest ranked**

  ii. **Appendix 2—assigned risks including approved and waiting approval**

Information and noting

19. Digital meeting minutes

a. Information Governance Group

The FPC noted the contents of the IGG minutes.

b. Digital Technology Group

No minutes were received from the Digital Technology Group.

c. Health Intelligence Group

No minutes were received from the Health Intelligence Group.

20. Environmental and Sustainability Group minutes

No minutes were received from the Environmental and Sustainability Group.

21. Capital Management Group minutes

The FPC noted the contents of the Capital Management Group minutes.

AOCB

22. Confirming November workshop – IG and Planning and Performance reporting

FPC agreed all non-Executive Board members would be invited to this workshop.

23. 2024–25 FPC meeting dates

Mr. Marsland presented the draft schedule for Board and governance committee meetings 2024–25 including FPC meeting dates, explaining the reasoning behind it.

Members and attendees discussed the proposed dates relative to external reporting requirements as well as timely internal performance reporting.

FPC referred the dates back to EMT and senior managers for further consideration.

24. AOCB

No other competent business was raised.

Date of next meeting: Thursday 30 November 2023 at 13:30, via Microsoft Teams