

## Finance & Resources Committee



Minutes of a virtual meeting of the **Finance and Resources Committee** held on Thursday 19 March 2020 via email, due to COVID 19.

**Present:** Mr M Dickson, Non Executive  
Mrs F Sandford, Non Executive  
Cllr D Parker, Non Executive  
Dr S Mather, Vice Chair

**In Attendance:** Miss I Bishop, Board Secretary  
Mrs K Hamilton, Chair  
Mr R Roberts, Chief Executive  
Mrs C Gillie, Director of Finance  
Dr C Sharp, Medical Director  
Mr R McCulloch-Graham, Chief Officer, Health & Social Care  
Mrs J Smyth, Director of Strategic Change & Performance

### 1. Apologies and Announcements

Apologies had been received from Mrs Nicky Berry, Director of Nursing, Midwifery & Acute Services and Mrs Susan Swan, Deputy Director of Finance.

As all members of the Committee were able to comment on the papers the meeting was deemed as quorate.

The Committee were asked to concentrate their comments on the items that required approval and a table of questions and answers (Appendix 1) on each paper was drawn together and shared with the Committee to enable them to take an informed decision on the approval of papers.

### 2. Declarations of Interest

The **FINANCE & RESOURCES COMMITTEE** noted that the members of the Committee did not make any declarations.

### 3. Minutes of Previous Meeting

The minutes of the previous meeting of the Finance & Resources Committee held on 27 February 2020 were approved.

### 4. Matters Arising

4.1 **Action 6: Severance:** The **FINANCE & RESOURCES COMMITTEE** noted the paper in regard to Severance which duly closed Action 6 on the Action Tracker.

The **FINANCE & RESOURCES COMMITTEE** noted the action tracker.

**5. Finance Report for the 10 month period to 31 January 2020.**

The **FINANCE & RESOURCES COMMITTEE** noted the report.

**6. NHS Borders Financial Turnaround Programme – Proposed Governance 2020/21**

The **FINANCE & RESOURCES COMMITTEE** approved the revised governance structure.

**7. NHS Borders Financial Turnaround Programme – Progress Report**

Mr Malcolm Dickson commented that he would prefer to see the introduction of some independent objectivity to assessing Turnaround progress, further down the line, but that could easily wait until urgent pressure around Covid 19 had abated.

The **FINANCE & RESOURCES COMMITTEE** noted the report.

**8. NHS Borders Annual Operational Plan 2020/21**

The **FINANCE & RESOURCES COMMITTEE** considered the AOP and recommended to the NHS Borders Board that it formally approve the plan at the April Board meeting.

**9. Future Lease Arrangement with the Royal Voluntary Service (RVS)**

The **FINANCE & RESOURCES COMMITTEE** approved the acceptance of the re-negotiated lease agreement for a 5 year period.

**10. Finance & Resources Committee Annual Report**

The **FINANCE & RESOURCES COMMITTEE** approved the Annual Report.

**11. Any Other Business**

There was none notified.

**12. Date and Time of next meeting**

The inaugural meeting of the Resources and Performance Committee would take place on Thursday 7 May 2020 at 10am in the Board Room, NHS Borders, Newstead

**FINANCE & RESOURCES COMMITTEE: 19.03.2020**

**QUESTIONS AND ANSWERS**

<b>Item</b>	<b>Question/Observation</b>	<b>Answer</b>
Appendix-2020-13 Turnaround Proposed Governance	Karen Hamilton P4 Item 3. *Strategy Group however reference below chart indicates *Membership and function of <u>Steering Group</u> - which is it?	P4, item 3 – this is a typo - the * should read Strategy Group, not steering group – we will amend
Appendix-2020-13 Turnaround Proposed Governance	Karen Hamilton Perhaps P 12 Item 6. Risk Assessment should be more strongly cross referenced to P8 Item 4.5 c, Project Lead Role in relation to capturing and detailing operational risks.	P12, item 6 – propose we add in an additional sentence in first paragraph on Pg 12 to read “The PMO Manager, Business Unit / Programme of Work Leads and Project leads (within each service) also have key responsibilities in relation to capturing and detailing risks.
Appendix-2020-13 Turnaround Proposed Governance	Karen Hamilton Otherwise content to approve	
Appendix-2020-13 Turnaround Proposed Governance	Malcolm Dickson Page 3, note c. I’m not sure what the statement “Cost avoidance schemes will not be included” means?	P3, note c - “Cost avoidance schemes will not be included” – this means that schemes which will not deliver any savings / reductions to budgets (although they do stop us incurring additional costs) will not be included within the programme. This is consistent with how we have been operating during 2019/20.
Appendix-2020-13 Turnaround Proposed Governance	Malcolm Dickson Page 10, 7 <sup>th</sup> point under heading Gateway 1 - absolutely necessary. It may feel a bit early to be thinking about how we apply some objectivity to assessing delivery and benefits as projects are implemented and have been in place for a financial year or part thereof, but it would be worth giving some thought to this before the end of this financial year.	Page 10, 7 <sup>th</sup> point under GW1 heading – “Identification of the deliverables and benefits (both financial and non financial) the scheme will deliver, including phasing for them being realised”. The process is based on collective agreement (at a gateway clinic) by the PMO manager, head of planning, finance rep, project manager and sometimes a service lead. This is part of the GW process and even at an early stage must be defined, as per the way we have been operating during 2019/20.

Appendix-2020-13 Turnaround Proposed Governance	Fiona Sandford cross referencing the risk to project lead role is important.	See response to Karen Hamilton's query above
Appendix-2020-15 AOP	Karen Hamilton Obviously Covid 19 and its consequences will impact heavily on the aspirations and contractual nature of the AOP. Should the statement on P3 be broadened as the surge in demand will not just be for acute services?	Can reword to strengthen if required for the version to the Board and resubmit – however SG are not expecting any further changes to AOPs and plan to use the plans as “benchmarks” against which to assess the impact of C19 against. We won't know this for definite of course until we get a response back to our plan. Date for this is tbc. If we don't receive this in the near future we won't be able to bring the full AOP forward to the Board meeting in April. If this is the case, there will only be the financial plan brought forward.
Appendix-2020-15 AOP	Karen Hamilton Otherwise content to approve	
Appendix-2020-15 AOP	Fiona Sandford Fine to approve - COVID 19 impact classic 'Rumsfeld known unknown'. So not worth agonising over wording.	See my comments above in response to Karen Hamilton's query
Appendix-2020-16 RVS	Karen Hamilton Commercially and publicly sensitive review undertaken which is welcomed however some concern how thorough this might be? P3 of 3, second last para " the expertise of the consultant" - are we content that this is objective?	We complied with the code of corporate governance when commissioning this report  RHFm Consultancy was the company that reviewed all NHS Scotland “In House” catering services a few years ago so has significant experience of the NHS and the arrangements that are in place across the country. Rob's background is mainly in commercial and retail catering (much of this within the NHS)
Appendix-2020-16 RVS	Karen Hamilton Risks acknowledged and reasonable.	

<p>Appendix-2020-16 RVS</p>	<p>Karen Hamilton Do we have any control on promoting Healthy Eating options? Pricing? - often more expensive than our canteen?. Improved environment? this is the front door of our Hospital and first impressions count - tables chairs etc look tired. Whose responsibility is this? If it is ours can endowments be used to upgrade? If not can RVS contribution to Endowments be modified to allow refurbishment?</p>	<p>We already ask the RVS to comply with national guidance on healthy eating (and they do)</p> <p>We do not have any influence on the prices charged. These are based on RVS business plans. I would hope that customers would vote with their feet if things were significantly overpriced</p> <p>If we agree to extend the lease the RVS have already approached us with a plan to upgrade the area which we will be progressing with them. This would be funded through our gift contribution from RVS. The refurbishment will include a new coffee machine and layout of the shop which we hope will increase turnover and the amount we are gifted.</p>
<p>Appendix-2020-16 RVS</p>	<p>Karen Hamilton Require comments and responses before approval.</p>	<p>See above</p>
<p>Appendix-2020-16 RVS</p>	<p>Malcolm Dickson Karen makes good points. I don't think I'd want to argue at all against the recommendation, but perhaps we need to strengthen the report in the way that Karen suggests.</p>	<p>See above</p>
<p>Appendix-2020-16 RVS</p>	<p>Fiona Sandford Agree (re RVS) that while we need to think about the look of the front door of the hospital, and think about pricing and healthy eating, the reputational damage of ending a long standing relationship with RVS could be significant. So happy to approve the renegotiated lease.</p>	
<p>Appendix-2020-17 Annual Report.</p>	<p>Karen Hamilton no comments - content to approve.</p>	

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Cllr David Parker agreed with Karen Hamilton's comments

Dr Stephen Mather agreed with Karen Hamilton's comments and supported the approval of the items.

<b>Committee Member</b>	<b>Confirmed Approval/Noting of Items</b>	<b>Withheld Approval/Noting of Items</b>
Malcolm Dickson	Y	
Fiona Sandford	Y	
Dr Stephen Mather	Y	
Cllr David Parker	Y	
<b>Committee Attendee</b>	<b>Confirmed Approval/Noting of Items</b>	<b>Withheld Approval/Noting of Items</b>
Karen Hamilton	Y	
Cliff Sharp	Y	
Rob McCulloch-Graham	Y	
June Smyth	Y	