



## **Orkney NHS Board**

Minute of virtual meeting of **Finance and Performance Committee** of **Orkney NHS Board**  
held on **Thursday, 24 March 2022** at **9:30**

- Present:** Davie Campbell, Non-Executive Director (Chair)  
James Stockan, Non-Executive Director (Vice Chair)  
Meghan McEwen, Board Chair (until 10.14am)  
Michael Dickson, Interim Chief Executive  
Mark Doyle, Director of Finance  
Steven Johnston, Non-Executive Director
- In Attendance:** Stephen Brown, Chief Officer, IJB  
Alison Hardie, Committee Support  
Mark Henry, Medical Director  
Chloe Mulraine, NPD Contract Administrator (Observer)  
Frederick Pretorius, Corporate Services Assistant (Observer)  
Pat Robinson, Chief Finance Officer, IJB  
Sharon Smith, NPD Contract Manager (for Items F79 and F80)  
Emma West, Corporate Services Manager  
Louise Wilson, Director of Public Health (until 10.32am)

### **F73 Apologies**

Apologies were noted from Christina Bichan, Malcolm Colquhoun, Eddie Graham and Keren Somerville.

### **F74 Declarations of Interests - agenda items**

No declarations of interest were raised with regards to agenda items.

### **F75 Minutes of Meeting held on 25 November 2021**

The Minute of the meeting held on 25 November 2021 was accepted as an accurate record of the meeting and was approved.

### **F76 Matters Arising**

#### **F62 - Performance Report - FPC2122-24**

Members requested a Performance Report on Child and Adolescent Mental Health Services providing detailed data to February 2022 for the next meeting of the Committee.

### **F77 Action Log**

The Action Log was reviewed and updated as required.



## **Performance Management**

### **F78 Resilience Planning Group Chair's Report and Minute - FPC2122-30**

#### **Ukraine**

The Director of Public Health noted the increased risks associated with the Ukrainian situation including the risk of cyber incidents and confirmed links had been made with national groups, with further focus on the Chemical Biological Radiological and Nuclear (CBRN) Plan.

#### **People Safe Lone Working Devices**

The Chair noted that currently 59 devices were on loan and a further 16 on order, and queried the requirements in the longer term. The Director of Public Health noted that this piece of work would be the responsibility of the Health and Safety Team moving forward and she would return with the detail.

The following were noted in response to questions:

- Devices had been issued and orders placed based on risk assessment and request
- Each device was monitored to ensure it was being used
- Two way communication continued with staff regarding the roll out and feedback had been positive

#### **Lockdown Policy and Lockdown Plan**

The Director of Public Health confirmed that plans had been completed but indicated due to the changing nature of the business, that new areas would require plans.

#### **Decision/Conclusion**

Members reviewed the report and noted the update.

*Post meeting note: There are 60 Lone Working devices (one for training) with a further 16 ordered which is felt to meet current need identified by managers. More can be ordered if required based on managers' risk assessments.*

### **F79 NPD Contract Update - FPC2122-31**

The NPD Contract Manager attended to present an update:

- Two posts had been funded within the contract; one Technical, one Financial. The decision had been taken to merge into one role
- An Authority Technical Advisor (ATA) had been appointed.
- Following discussions with Scottish Futures Trust a decision had been taken to part ways with the ATA company.
- Two ATA posts were out for tender, support was being provided by the Scottish Futures Trust and Health Facilities Scotland on suitable replacements.



M McEwen asked the associated risk(s) of not having an appointed Advisor. The NPD Contract Manager confirmed the appointment of an ATA was a mandated requirement, and currently there was no risk as work was being carried out by companies with relevant expertise.

The Director of Finance confirmed he was in regular conversations with the NPD Contract Manager, and assured that the Scottish Futures Trust's input was sufficient and would continue to track progress.

### **Decision/Conclusion**

Members noted the update, were assured of progress and requested a further update at the next meeting.

## **F80 NHS Orkney Climate Change Agenda - FPC2122-32**

The NPD Contract Manager attended to present the paper and provided an update on NHS Orkney working towards a net-zero position:

- Health Facilities Scotland were financing and providing expertise through contractors on the preparation of net-zero route maps for all Health Boards
- NHS Orkney would start work with the newly appointed contractor in April 2022
- A significant amount of work had been carried out on buildings, the fleet, energy usage and waste and this would continue, to set baseline of emissions produced

The Chair queried the governance around innovative projects with regards to staff and committees. The NPD Contract Manager confirmed matters would be taken to the National Sustainability Group, and the Executive Management Team for approval. The Director of Finance confirmed any paper with funding streams attached would follow due process and be presented to the Finance and Performance Committee for consideration and approval, before large scale projects would be taken forward.

M McEwen requested more detail in future papers around

- Resultant impact of running electric vehicles
- Savings on CO2 emissions and greenhouse gases
- Assessment of electricity and oil consumption
- Performance related detail such as emissions used on patient journeys, carbon footprint, financial and environmental consequences.

Members agreed this was not just an Estates' issue but an organisational wide matter, to consider the impact of the production and discharge of emissions in all areas of the organisation, reaching the broader elements of the Sustainability Agenda for Cultural Change. The Director of Public Health would refer matters to the Sustainability Group to identify clinical aspects to be brought forward.

### **Decision/Conclusion**

Members noted the update provided and welcomed the excellent work to date and



links made with national organisations.

It was agreed that the requested inclusions would be part of future reporting and that partnership working would be vital in progressing locally.

*Post meeting note: DL2021(38) was shared at the Sustainability Group and progress against each element to be mapped to support workplan for the group which will include promoting sustainable care. Pharmacy and realistic medicine lead included in the group to support the clinical agenda. Sustainability newsletter planned for May to raise awareness across organisation.*

*Post meeting note: NHSO's position against Scottish Government's target to 'decarbonise the public sector car fleet by 2025'.*

*To date NHS Orkney has replaced 50% of its fossil fuel driven vehicles with new electric cars and vans. To date all the electric cars have been replaced from money received by grants from the Scottish Government to allow for a 3 year lease. In addition, some additional capital money has allowed us to pay for the new electric vans.*

*Grant applications have been made for EV infrastructure across our estates on the mainland and the isles, so all but one of our properties have EV chargers.*

*Work is ongoing to be in line with the Scottish Government's target to decarbonise the fleet by 2025.*

### **Financial Management and Control**

#### **F81 Financial Performance Report - FPC2122-33**

The Director of Finance outlined the position to 28 February 2022:

- There was a Significant overspend in Pharmacy £454k, Estates and Facilities £471k and Hospital Services £447k
- There was an underspend of £1.004m in Support Services
- Confirmation had been received from Scottish Government that Covid costs and unachieved savings would be funded
- There was a requirement to move from Non Recurring to Recurring Savings following the finding of the Audit Scotland report noting the NHS Orkney were delivering Non Recurring Savings only
- Bridging Finance would be sought from Scottish Government next year, if required, as funding to break even would no longer be provided

Members were advised of the breakdown of Covid spend and a report would be submitted to the Scottish Government. Assurance was given to members that controls were in place to monitor Covid costs and spend going forward.

The Interim Chief Executive noted that discussions with Scottish Government would continue around Covid costs, including associated risks and testing. He confirmed that the Vaccination Programme would continue as it formed part of



NHS Orkney's Primary Care Improvement Plan.

### **Decision/Conclusion**

Members reviewed the report and were assured of progress.

## **F82 Financial Recovery Plan 2022/23-2024/25 - FPC2122-34**

The Director of Finance noted the Financial Recovery Plan had been submitted to the Scottish Government at the end of February 2022, one amendment had been requested to Additional Non Recurring Savings at £2.9m, but did not affect the final submission.

Members were advised on progress establishing the Financial Sustainability Office:

- The Senior Management Accountant position had been re-advertised due to candidate withdrawal from the initial recruitment drive
- Job adverts had been shared with the Directors of Finance network, highlighting secondment and/or remote working opportunities
- Project Manager interviews were scheduled for the 31 March 2022
- Project support was to be considered once the team were established
- The Chief Officer would support the establishment of a Vacancy Panel, taking a 'grip and control' approach looking at individual posts, pay banding, pensions and professional development. The Medical Director would consider clinical aspects

The Director of Finance responded to members' queries:

- Assurance was given that the 3-year plan was achievable
- Scottish Government had been made aware of the commitment from the NHS Orkney Executive Management Team
- Adrian Ennis, Health Finance Board Support, Scottish Government had been assured of the efforts being made to address the issues following attendance at an NHS Orkney In Committee Board session
- Richard McCallum, Director of Health Finance and Governance, Scottish Government, was aware that some plans may need to extend beyond three years extended to bring the organisation into balance

In response to a question from J Stockan on how NHS Orkney intended to manage inflationary pressures, the Director of Finance confirmed that key potential overspends in relation to energy and inflation had already been highlighted through the Directors of Finance network

### **Decision/Conclusion**

Members reviewed and noted the report.

## **F83 Capital Plan for 2022/23 - FPC2122-35**

The Director of Finance focussed on the Sales Programme:

- A surplus property had been sold for £145k
- There was potential for re-development of Greystone, Evie and King Street, Kirkwall



The Director of Finance asked the Committee to consider re-development of the Greystone and King Street properties by conversion of two flats for NHS Orkney staff, with input from Council professional, funded from part of next year's capital.

Members agreed to the re-development in principle with due consideration of the recent changes in Letting Laws in Scotland.

The Chair considered this a well aligned piece of work and noted the success of the capital achievement.

#### **Decision/Conclusion**

Members noted the update acknowledging that this was a well aligned piece of work and noting the success of the capital achievement.

### **Governance**

#### **F84 Finance and Performance Committee Annual Report - FPC2122-36**

Members had been provided with the Finance and Performance Committee Annual Report 2021/22 for approval.

It was suggested that the committees increased agenda around articulating climate change and sustainability governance should be included.

#### **Decision/Conclusion**

Members approved the report subject to the one further inclusion noted above.

### **Finance and Performance Committee Annual Development Session Documentation**

#### **F85 Finance and Performance Committee Terms of Reference - FPC2122-37**

The Committee had received the Finance and Performance Committee Terms of Reference for review and approval following amendments made at the annual development session.

#### **Decision/Conclusion**

Members approved the updated version of the Committee Terms of Reference.

#### **F86 Finance and Performance Committee Business Cycle and Workplan - FPC2122-38**

The Committee had received the Finance and Performance Business Cycle and Workplan for 2022/23 for review and approval following amendments made at the annual development session.

#### **Decision/Conclusion**



Members approved the Committee Business Cycle and Workplan for 2022/23.

**F87 Any Other Competent Business**

There was no other competent business.

**Items for information and noting only**

**F88 Schedule of Meetings**

Members noted that the next meeting would be held virtually at 9:30 on Thursday, 26 May 2022.

**F89 Record of attendance**

Members noted the record of attendance.

*The meeting closed at 10.48*