Minutes

Meeting: Strategic Facilities Group – Shared Services
Date: Wednesday 9th March 2016 from 9:30am
Location: Meeting Room G1 & G2, Meridian Court, Glasgow

Present:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organisation</th>
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<tbody>
<tr>
<td>(JL)</td>
<td>Jim Leiper</td>
<td>Strategic Facilities Director PCF, NHS NSS (Chair)</td>
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<tr>
<td>(SA)</td>
<td>Sandy Agnew</td>
<td>Assistant Director of Clinical Support NHS Ayrshire &amp; Arran</td>
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<tr>
<td>(RA)</td>
<td>Robert Aitken</td>
<td>Associate director of operations (Facilities) NHS Lothian</td>
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<tr>
<td>(PA)</td>
<td>Paul Allen</td>
<td>General Manager NHS Grampian</td>
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<tr>
<td>(GA)</td>
<td>Gary Arkley</td>
<td>Head of Delivery Support, Estates and Facilities NHS Borders</td>
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<tr>
<td>(IB)</td>
<td>Ian Bryden</td>
<td>Head of Estates and Property NHS Dumfries &amp; Galloway</td>
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<tr>
<td>(JC)</td>
<td>John Connolly</td>
<td>Facilities Director PCF, NHS NSS</td>
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<tr>
<td>(GC)</td>
<td>Gerry Cox</td>
<td>Head of Estates NHS National Waiting Times Board</td>
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<tr>
<td>(DC)</td>
<td>Derek Cullen</td>
<td>Corporate Asset and Procurement Manager NHS 24</td>
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<td>(GC)</td>
<td>George Curley</td>
<td>Director of Facilities NHS Lothian</td>
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<td>(GD)</td>
<td>Gerry Donald</td>
<td>Head of Property &amp; Asset Development NHS Grampian</td>
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<tr>
<td>(MJ)</td>
<td>Michael Jackson</td>
<td>Fleet Project Manager NHS NSS</td>
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<td>(MH)</td>
<td>Martin Henry</td>
<td>Soft FM Programme Director PCF, NHS NSS</td>
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<td>(CL)</td>
<td>Charles Leslie</td>
<td>National Staffside Representative Unison</td>
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<td>(DL)</td>
<td>David Loudon</td>
<td>Director of Facilities &amp; Capital Planning NHS Greater Glasgow &amp; Clyde</td>
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<td>(DMar)</td>
<td>David Martin</td>
<td>Head of Estates &amp; Facilities The State Hospitals Board for Scotland</td>
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<tr>
<td>(GJ)</td>
<td>Gordon James</td>
<td>Logistics Director PCF, NHS NSS</td>
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<td>(MK)</td>
<td>Mary Anne Kane</td>
<td>Associate Director of Facilities NHS Greater Glasgow &amp; Clyde</td>
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<tr>
<td>(LK)</td>
<td>Lynne Kidd</td>
<td>Head of Engagement and Communications - NHSScotland Shared Services NHS NSS</td>
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<td>(EM)</td>
<td>Eddie McLaughlan</td>
<td>Assistant Director PCF, NHS NSS</td>
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<td>(AM)</td>
<td>Alan Morrison</td>
<td>Financial Planning Manager Scottish Government</td>
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<tr>
<td>(JP)</td>
<td>John Paterson</td>
<td>General Manager of the Property and Support Services Division NHS Lanarkshire</td>
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<tr>
<td>(DS)</td>
<td>Douglas Seago</td>
<td>National Programme Director Facilities Shared Service Board Scottish Government</td>
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<tr>
<td>(TS)</td>
<td>Tom Steele</td>
<td>Director of Estates &amp; Facilities NHS Forth Valley</td>
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<tr>
<td>(BS)</td>
<td>Brian Swanson</td>
<td>Head of Estates &amp; Facilities NHS Health Scotland</td>
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<td>(AlaW)</td>
<td>Alan Wilson</td>
<td>Estates Manager NHS Fife</td>
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<tr>
<td>(AW)</td>
<td>Alistair Wilson</td>
<td>Professional Lead Facilities Soft Services NHS Highland</td>
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<tr>
<td>(JWr)</td>
<td>John Wright</td>
<td>Assistant Director PCF, NHS NSS</td>
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<tr>
<td>(BA)</td>
<td>Bobby Alikhani</td>
<td>Programme Manager PgMS, NHS NSS</td>
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1. Welcome and Apologies
JL welcomed attendees and apologies were noted as above.

2. Draft Laundry Production Outline Business Case
MH introduced the update and highlighted the progress made since that last SFG-SS meeting and the status of the additional service data. PS continued the presentation expanding upon the current draft shortlist of scenarios within the preferred option, the key principles that could be used to reduce the number of scenarios and the subsequent 3 scenarios that could be used to inform the economic appraisal as part of the Outline Business Case (OBC).

The following points were discussed by the group:
- The condition and maintenance of assets, capital requirements and lifecycle costs and how these would be further investigated as part of the Full Business Case (FBC)
- Decommissioning costs and how these are captured within the Economic Case
- Energy usage and associated costs
- The role of the SFG-SS in progressing the business case following consideration of the information and data from the Strategic Laundry Review Group

The group unanimously agreed the key principles presented as the mechanism for reducing the 6 scenarios identified to a shortlist of 3 scenarios within the preferred option. These scenarios would be used as the basis for the economic appraisal and the updated OBC is to be submitted to the group ahead of the next meeting.
Action 01 (2016-03-09): MH to submit an updated Laundry Outline Business Case ahead of the next group meeting

3. Minutes and Actions from Previous Meeting (26th January)
The minute of the previous meeting was agreed as an accurate record.

The group discussed previous actions; updates for which are included in the Action Log.

4. Draft Capital Planning Initial Agreement
DS highlighted the progress made in submitting this Initial Agreement (IA) and the well attended Stakeholder event held on the 25th February, which included capital planning and finance stakeholders, and how this IA sets the strategic direction for Capital Planning and Construction Project Management.

DS informed the Group of the principles identified in the IA and how the detail would be developed as part of the OBC.

The group was content with the IA as presented and there were no further changes to the document.

In order to maintain momentum, planning for the OBC would commence before final approval by the NHS Boards Chief Executives’ Group

Due to the changes in governance arrangements, which SFG-SS had been advised of prior to the meeting, the IA would be considered by The Design Authority Finance Subgroup at its meeting on Monday 14th of March.

DS acknowledged and thanked Louise Behan and Emese Toth for their work in producing the IA.

JL noted the quality of the Initial Agreement presented and thanked the team for delivering this. DS offered to circulate the papers earlier but the group felt that the prevailing 1-week circulation timescale for SFG-SS papers was sufficient considering the existing stakeholder engagement activities.

The SFG-SS group unanimously agreed that the IA be submitted through the Shared Services governance arrangements.

Action 02 (2016-03-09): DS to progress submission of the Capital Planning IA through the Shared Services governance arrangements

5. Catering Initial Agreement
BA updated the group on the progress of the Catering IA following the last SFG-SS meeting. The IA was presented to the Design Authority (DA) at its meeting on the 11th Feb where it was agreed that this proposal be taken forward as a national strategy rather than as a business case. John Burns, as the DA Chair, presented this position to the Shared Services Portfolio Board. The Board agreed the appropriateness of taking this forward as a strategy and that this should then be presented to the NHS Boards Chief Executives’ Group.

The group recognised the ability of the Design Authority to establish changes to the way projects are taken forward and the importance of the SFG-SS’ role in delivery and to do this efficiently and without undue delay. The strategy would also differ from the IA but the content is still pertinent and would not involve a significant change in the direction of travel identified. The group agreed that the Strategic Catering Review Group be tasked to progress this.
Action 03 (2016-03-09): MH and DC to lead the development of the Catering Production Strategy with the Strategic Catering Review Group

MH also discussed the National Catering Information System and Bedside Electronic Patient Meal Ordering (NCIS & BEPMO) funding and the need to seek an alternative funding mechanism.

Action 04 (2016-03-09): MH and DC to lead the Strategic Catering Review Group to look at alternative funding mechanisms for the NCIS/BEPMO and present at the next SFG-SS meeting

6. Draft Logistics Long List of Options

GJ presented the scope of the Logistics shared services developed as part of the Stakeholder workshop on the 29th January and was subsequently presented to the Chief Executives’ Group at their February meeting. GJ also presented a draft long list of options as a starting point for the next Stakeholder Workshop on the 21st March at the Scottish Health Service Centre in Edinburgh and encouraged Boards to ensure attendance.

7. Implementation Governance

GJ sought a steer from the group as to the most appropriate governance arrangements for the Fleet project as it moves towards implementation and Business As Usual (BAU). The Fleet Management Project Implementation & Performance Board was identified as part of the business case before the Shared Services Portfolio was established.

The group agreed that this Board should be created with two SFG representatives as previously nominated (PA and JP).

Action 05 (2016-03-09): GJ to liaise with JC and use the PPP / PFI governance arrangements as a model for Fleet

8. Design Authority and Customer Reference Group Updates

TS updated the group on the 11th February Design Authority meeting including:
- Representation from Directors of Nursing, Medical Directors and Directors of Planning is currently being sought
- The need for NHS Boards to be engaged at all levels and for improved communication within Boards
- The financial framework and sharing of benefits at a national level
- The use of SCIM as a framework for business cases and adherence where appropriate
- NHS Boards Chief Executives’ Group as ultimate decision makers who are still accountable to their own Boards
- No response from members on submissions will be taken as approval

BS advised the group that there has not been a Customer Reference Group meeting since the last SFG-SS meeting and that a virtual meeting would be held on the 10th March.

9. Hard FM Programme Status

DS presented an update on the Hard FM programme as circulated in advance of the meeting. He highlighted:
- Capital Planning – Subject Matter Expert (SME) for capital planning is in progress but still needs to be formalised
- Sterile Service – A stakeholder workshop was held yesterday with the consensus from the group that fewer units, a Once for Scotland management arrangement and the current scope of services
(a mixed economy) would be of benefit. The Draft IA would be submitted to the next meeting of the SFG-SS.

With regards to Sterile Services the group discussed the following key points:

- The merit of a national strategy identifying the range of items which should, and should not be processed in a Central Decontamination Unit. (CDU)
- The level of clinical engagement
- The impact this increase in the scope of the project would have on the timescales for delivering the Initial Agreement and Outline Business Case.
- Ensuring future facilities are sized to process the agreed level of instruments

The group unanimously agreed that, as well as the Sterile Services IA, DS would also produce a paper on how to establish the reusable medical devices which should be processed through CDUs and examine the potential inefficiencies in the makeup of surgical trays to remove unwarranted variation.

**Action 06 (2016-03-09): DS to submit a paper on how to establish the reusable medical devices which should be processed through CDUs and examine the potential inefficiencies in the makeup of surgical trays to remove unwarranted variation**

10. **Soft FM Programme Status**

   In addition to the Catering Production Initial Agreement and Laundry Outline Business Case, MH updated the group on the other Soft FM projects:

   - Excel version of the Catering Information System – funding for 2016-17 has been confirmed for those Boards with the system already in place and all would be updated to the latest version
   - Portering System – Meetings with tenders were held to explain the submitted costs and revised submissions where required are due next week

11. **Communications**

   LK updated the group on the following communication developments:

   - Operational Portfolio Bulletin
   - Operational Portfolio Team Brief
   - Shared Services Portfolio Website
   - Shared Services Portfolio Newsletter

   The group agreed that the approach outlined by LK.

12. **Portfolio Risk Register**

   The group had no comments on the Portfolio Risk Register.

13. **AOCB**

   MJ made the group aware that an update will be issued to Directors of Finance, Strategic Facilities Group and Fleet Service leads regarding Telematics this month as 8 Boards are already looking to replace their current telematics. There will also be a follow up communication in April seeking Boards' commitment to their specific telematics needs.

14. **Date of next meeting**

   The next meeting will take place on Wednesday 6th April 2016 from 09.30am at G1 & G2 Meridian Court, Glasgow.