# NHS Golden Jubilee

### **Meeting: NHS Golden Jubilee Board**

### **Meeting date: 28 March 2023**

### **Title: NHS GJ Board Corporate Governance Update – Quarter 3**

### **Responsible Executive/Non-Executive: Gordon James, Chief Executive**

### **Report Author: Nicki Hamer, Head of Corporate Governance and Board Secretary**

## 1 Purpose

### This is presented to Executive Leadership Team for:

### Awareness

### Discussion

### This report relates to a:

* Government policy/directive
* Local Policy

### This aligns to the following NHS Scotland quality ambition(s):

* Safe
* Effective
* Person Centred

## 2 Report summary

## 2.1 Situation

The purpose of this paper is to provide an update on the governance work which has been ongoing during Quarter 3.

## Background

The Blueprint for Good Governance – Second Edition (DL (2022)38) (the Blueprint) was published in November 2022 and emphasised the importance of good corporate governance to maintain high standards of clinical, staff and financial governance. The Blueprint supports a consistent, effective and transparent governance approach across NHS Scotland.

NHS Golden Jubilee (NHS GJ) has implemented a number of developments to its governance framework to ensure good corporate governance principles are embedded throughout the organisation and undertakes continuous review and improvement of the system.

This report outlines the work conducted through Quarter 2 to augment and develop the corporate governance arrangements across NHS GJ.

## 2.3 Assessment

**1.0 Governance**

The Board continued to meet regularly within a hybrid model.

The Board approved the Integrated Performance Report, the Whistleblowing Quarter 2 Report, the Financial Report as at Month 4, the Procurement Annual Report 2022/23, the Annual Delivery Plan Update 2023/24, the Strategic Risk Register for November 2023 and agreed the Corporate Governance meeting dates for 2024/25.

Some of the items discussed in private included a Business Case for the Scottish National Advanced Heart Failure Service, approval of the CfSD Assurance Statement and approval of the Annual Redress Report 2022/23.

The Board were delighted that 10 volunteers were able to join them for lunch in recognition of all the voluntary work they provided in and around the Hospital.

**2.0 Non-Executive Directors**

The Board Chair attended the Board Chairs Group in October, November and December.

The Board Chair joined the Chief Executive and colleagues at a CME Day on 15 November 2023. On 1 December the Chair, along with the Chief Executive, met with the new Clinical Director for Cardiac that included a visit of the Cardiac Department. In the same afternoon, both met with Martin Docherty-Hughes MP and Marie McNair MSP.

The Board Chair held four appraisal meetings during this quarter and met with a range of Non-Executives and Executives over the period.

The Chair, along with the Public Appointments Team, held interviews for two new Non-Executive Directors to recruit to a skills gap for capital and a new Chair for the Audit and Risk Committee. The Chair was delighted that Rebecca Maxwell and Lindsay Macdonald were successful in being appointed and that they would take up post in January 2024.

The Board Development Team ran two sessions as part of the overall induction for new Non-Executive Board Members on Orientation, Policy and Governance and Quality, Culture and Values.

The Chair of Staff Governance Person Centred Committee welcomed a Mid-Year Report on Health and Wellbeing, a Staff Turnover update and the draft Succession Planning Framework. The Chair also acknowledged the outstanding Golden Jubilee team effort on the work undertaken to recruit staff in general and in preparation for the opening of the hospital expansion across multidisciplinary teams ensuring continued safe staffing levels. The Chair commended the work by Mark MacGregor and John Luck on the improvement processes for Medical Appraisals.

The Chair of Finance and Performance Committee welcomed the continuous forecast to breakeven at the end of the financial year and received reports on Phase 2, Research Institute and Climate Emergency and Sustainable Development. On the sustainable developments the Chair welcomed was in reduction of the requirement to sterilise battery packs in Orthopaedic joint surgery.

The Chair of Strategic Portfolio Governance Committee commended the work on all the workstreams that had been presented to the Committee, especially in relation to the Draft Anchor Strategic Plan and the significant amount of work that had been undertaken to date.

The Chair of Clinical Governance Committee noted the continued focused work to resolve Significant Adverse Events and recognised the progress achieved to date with staff commitment at a time of limited resources. The Chair welcomed the understanding of a patient’s journey that highlighted the challenges presented when receiving surgery away from home and the wonderful support that NHS GJ staff had in supporting a positive and successful outcome.

The Chair of Audit and Risk Committee received various Audit Progress reports and commended the progress on all actions and looked forward to receiving further progress reports at future meetings.

The Expansion Programme Board (EPB) took a decision to move the meetings to monthly given the proximity to opening. EPB has continued to meet monthly to provide security and assurance of the project under the leadership of the Board Chair, Chief Executive, Non Executives and Executive Directors. Focus of the meetings has been on transition planning and ongoing commissioning works relating to water.

The Endowment Sub Committee and Board of Trustees met during the month of October 2023. Matters considered were a review of the programmes that related to both the general and innovation funds, the future investment strategy for the funds, the appointment of audits and the Charity Risk Register.

**3.0 Board Development**

Board development is a key priority and to support this a Board Seminar took place on 26 October 2023. This interactive session focussed on developing elements of the Board Strategy and received an update on iMatter. The Seminar also welcomed the Independent National Whistleblowing Officer, Rosemary Agnew and Head of Investigations, Elaine Cameron, to the session to reflect on any emerging Whistleblowing concerns and trends.

The Board welcomed nursing colleagues to a virtual walkround session on the Nursing Contribution to the Patient Pathway.

Non-Executive Director development is continually embedded throughout the Board calendar.

**4.0 Executive Directors**

The Board welcomed the news that Laura Smith had been successfully appointed as the new Director of People and Culture and would take up post in January 2024.

The Remuneration Committee met in November and considered the mid-year reviews for the Executive Directors which link to the good governance element within the Blueprint.

**5.0 Corporate Administration**

The Board approved the Corporate Governance meeting schedule for 2024/2025 on 14 December 2023.

**6.0 Blueprint for Good Governance – Second Edition**

The Blueprint for Good Governance – Second Edition (“the Blueprint”) sets an expectation that each Board’s governance arrangements will be subject to a systematic evaluation annually via a self-assessment exercise and once every three years by someone external to the Board.

The Blueprint for Good Governance Self-Assessment commenced during November 2023 and closed on 8 December 2023. An Extraordinary Board Seminar had been set up for the 9 January 2024 to discuss the survey results and look at the development of an Improvement Plan.

### 2.3.1 Quality/ Patient Care

To ensure that good governance supports the effective delivery of quality, patient-centred services.

### 2.3.2 Workforce

There are no workforce implications arising from this paper.

### 2.3.3 Financial

There are no financial implications arising from this paper.

### 2.3.4 Risk Assessment/Management

Reviewing and aligning practice (where appropriate) to the revised Blueprint will provide further assurance that NHS GJ has robust corporate governance practices in place that support the delivery of the Corporate Objectives.

### 2.3.5 Equality and Diversity, including health inequalities

An impact assessment has not been completed as there is no impact in relation to inequalities or protected characteristics within this paper.

### 2.3.6 Other impacts

**Climate Emergency and Sustainability**

No impacts were identified in relation to climate emergency and sustainability when preparing this paper.

### Communication, involvement, engagement and consultation

Other than the consideration given to the Annual Report by the Board, consultation and engagement is not relevant to this item.

### Route to the Meeting

This paper has not been through any other route.

## Recommendation

**Decision:** NHS Golden Jubilee Executive Leadership Team are asked to receive and discuss NHS GJ Corporate Governance Update – Quarter 3.

## List of appendices

There are no appendices included with this report.