

Approved Minutes

Meeting: NHS Golden Jubilee Public Board Meeting

Date: Thursday 25 May 2023, 10:00

Venue: Level 5 East Boardroom/ MS Teams

Members

Susan Douglas-Scott CBE	Board Chair
Gordon James	Chief Executive
Callum Blackburn	Non-Executive Director
Marcella Boyle	Non-Executive Director
Michael Breen	Director of Finance
Morag Brown (via MS Teams)	Non-Executive Director
Jane Christie-Flight	Employee Director/Non-Executive Director
Mark MacGregor	Medical Director
Stephen McAllister	Non-Executive Director

In Attendance

Anne Marie Cavanagh	Director of Nursing and Allied Health Professionals
Gareth Adkins	Director of Strategy, Planning and Performance
Nicki Hamer	Head of Corporate Governance and Board Secretary
Christine Divers	Director of National Elective Services (deputising for Director of Operations)
Jenny Pope	Assistant Director of Workforce (deputising for Director of Workforce)
Sandie Scott	Director of Strategic Communications and Stakeholder Relations.
James Ayling	Non-Executive Director, NHS Borders (Aspiring Chairs Programme)
David Eardley (via MS Teams)	Director of Audit and Assurance, Azets (Item 6.5)
Rachael Weir (via MS Teams)	Senior Manager, Risk Assurance, Azets (Item 6.5)

Observer

Shannon Simpson	Corporate Administrator
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Minutes

Christine Nelson	Deputy Head of Corporate Governance
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1 Opening Remarks

1.1 Chair's Introductory Remarks

Susan Douglas-Scott welcomed everyone to the Board meeting and asked after the wellbeing of the members of the Board and hoped everyone was well.

Susan Douglas-Scott thanked Marcella Boyle for attending the NHS Board Chairs Group meetings on her behalf on 22 May 2023.

Susan Douglas-Scott noted it was Shavout, a Jewish Festival and stressed the importance of accepting everyone from all backgrounds. Susan Douglas-Scott also

noted that June was Pride month and that she looked forward to supporting associated events.

Susan Douglas Scott reported attendance with some of the Non-Executive Directors at the Staff Networks event, along with other non-executive colleagues and noted that this was a very positive event highlighting the importance for staff wellbeing and acceptance for all at work.

Susan Douglas-Scott highlighted the following items for noting:

- Volunteer Week, was 1 – 7 June 2023 with an information event planned for 7 June 2023.
- An event for the Blueprint for Good Governance was held on 26 April 2023 with the self-assessment expected between August and October and that Nicki Hamer was progressing this.
- The Green Theatre's event which she attended run by CfSD
- The annual NHS Scotland Event is being held on 19 June 2023 at the Scottish Exhibition Centre in Glasgow. Gordon James and Susan-Douglas Scott are attending and all were welcome to register to attend.

Susan Douglas-Scott welcomed Christine Divers, attending on behalf of Carolynne O'Connor and Jenny Pope, deputising for Serena Barnatt to the meeting.

Susan Douglas-Scott announced that Steven Wallace had tendered his resignation as a Non-Executive Director due to a change in his professional role and she thanked him for his support and wished him well in his future career. Susan Douglas-Scott confirmed that due to the short time since the last Non-Executive Director interviews were last held, the Cabinet Secretary was considering approaching the other appointable candidates from that round of interviews to replace Steven Wallace's role. She will await the outcome of this and advice in due course.

Susan Douglas-Scott highlighted that it was Gareth Adkins' last Board meeting as he had accepted the role of Director of People and Culture at NHS Highland and will leave us in June. She thanked Gareth Adkins, on behalf of the Board, for his contribution throughout his time with NHS GJ and wished him luck in his new role.

Susan Douglas-Scott welcomed James Ayling, Non-Executive Director with NHS Borders who was participating in the Aspiring Chairs Programme and who had been matched with NHS GJ to shadow the Chair's attendance at Board Meetings, Seminars and other relevant meetings. The Board also noted that Stephen McAllister had been matched with NHS Lothian and Linda Semple with NHS Grampian by the Aspiring Chairs Programme.

1.2 Apologies

Apologies were noted from:

Karen Kelly	Non-Executive Director
Rob Moore	Non-Executive Director

Linda Semple	Non-Executive Director (Vice Chair)
Steven Wallace	Non-Executive Director
Carolynne O'Connor	Deputy Chief Executive/Director of Operations
Serena Barnatt	Director of Workforce

1.3 Declarations of Interest

There were no changes to the standing declarations of interest.

2 Chief Executive Update

Gordon James reported the following recent highlights:

- A record number of 40 adult heart transplants were performed at NHS GJ in 2022/23 with four already carried out since April 2023.
- NHS GJ was the first Scottish Health Board to carry out more than 100 Orthopaedic joint replacements with the pioneering ROSA robot.
- The new “Make A Difference” recruitment campaign was launched across digital and social media and the Executive Leadership Team (ELT) approved a media campaign on local radio and billboards to promote NHS GJ. Nursing recruitment events also continued.
- NHS GJ celebrated Nurses Day 2023.
- The Cabinet Secretary for Health and Social Care attended the public launch of Centre for Sustainable Delivery’s (CfSD) Green Theatres programme. In addition, a launch of Diabetes Closed Loop, a continuous glucose monitoring device was being planned. CfSD participated in the International Colon Capsule Endoscopy Conference on 26 April 2023. CfSD continued to liaise with Health Boards in Scotland to raise awareness of the waiting times validation process through the National Elective Co-ordination Unit (NECU).
- NHS GJ became the third training centre in Scotland to be approved by the Royal College of Physicians’ Joint Advisory Group (JAG) on Gastrointestinal Endoscopy.
- NHS GJ welcomed back Dr John Nelson, President and Data Scientist from Healthcare Environment, Minnesota, USA. Other guests to NHS GJ were: Michael Matheson, Cabinet Secretary for Health and Social Care, Laura Skaife-Knight, Chief Executive at NHS Orkney and Roma McGuire, Professor of Digital Health and Care, University of Strathclyde.
- Gordon James visited Queens Quay District Energy Centre in Clydebank, the Titan Crane in Clydebank and enjoyed an internal tour of the Research Centre and Cath Lab.
- iMatter would be launched in June 2023 and that one of the areas for development remains as visibility of Board members throughout the organisation.
- Meetings/events attended included:
 - Introduction to the Clinical Nurse Manager internal event
 - NHS Scotland Training Academy meet the Team
 - Central Legal Office Performance Service Review
 - Executive Leadership Team away day
 - Realistic Medicine Annual Conference
 - Understanding the Blueprint for Good Governance – Second Edition
 - Quarterly Sponsorship meeting with Scottish Government
 - Digital Sessions with Microsoft 365.

- GJ Conference Hotel was highly commended in the category of Scotland's Best Conference Hotel at the recent Scottish Prestige Hotel Awards. In addition the Hotel was awarded AIM accreditation, secured four star status for the 20th consecutive year and five out of six management vacancies had been filled internally

Anne Marie Cavanagh reported that the Caring Science work with John Nelson focussed on the pivotal role of the Charge Nurse. Work was underway with the HR Team to align the work with relevant teams across NHS GJ.

3 Updates from last meeting

3.1 Unapproved minutes from 30 March 2023 Board Meeting

The Board approved the minute of the last meeting subject to the following being noted:

- Page 4, Clinical Governance. SAR should read SAER – Serious Adverse Event Review and ITU was Intensive Therapy Unit. Paragraph 4, last sentence to be changed to “All inpatients continued to be asked respiratory screening questions on admission”.
- Page 7, first bullet point to be changed to “Executive Leads were re-allocated and re-aligned with protected characteristics
- Page 12, Delivery Planning Template Review Q3, Colorectal sickness rates to be changed to “staff sickness rates within colorectal”.
- Page 2, Paragraph 4, Morag Brown had been re-appointed for a further four years, not Marcella Boyle.

Susan Douglas-Scott stated she was very pleased that Rob Moore and Morag Brown had been re-appointed as Non-Executive Directors for a further four years as she and other colleagues highly value them both as board colleagues.

3.2 Board Action Log

The Action Log was reviewed and actions updated or closed.

3.3 Matters Arising

There were no matters arising.

4 Clinical Governance

4.1 Clinical Governance Report

The Board was presented with the Clinical Governance Report by Anne Marie Cavanagh. The following was noted:

- Ten complaints were received in February 2023, five stage one, with three responses within timeline and five stage two, with the timeline breached for all responses. It was noted that performance had dipped but assurance was given

that improvement work was ongoing and the Executive Directors continued to review the ongoing improvement work monthly. The average response time was just over 20 days.

- There was one SAER commissioned in March
- There were 7 deaths in March and 10 in February, all within control limits.
- There were no whistleblowing concerns for the period.
- HAI Activity for the period, including the year end position was reported. There was an increase in cases of Gram Negative/E.coli Bacteraemia (ECB), this was attributed mostly to the significant increase in colorectal surgery.
- There was one Surgical Site Infection (SSI) reported in Cardiac in March and no reported infections within Orthopaedic surgery. Vancomycin Resistant Enterococcus (VRE) increased between January and March 2023 but control measures and mitigations had been implemented. Mark MacGregor reported that an intensive approach had been taken to tackle this issue and positive results had been achieved. Anne Marie Cavanagh added that this was unusual within NHS GJ and praised the team for their positive response to the issue. Anne Marie Cavanagh added that scrupulous cleaning and hygiene procedures, along with reviewing antibiotic use, was the best way to control outbreaks.
- An update on how Respiratory Infections and Covid-19 status continued to be managed was provided.

The Board approved the Clinical Governance Report.

4.2 Clinical Governance Committee Update

Morag Brown, Chair of the Clinical Governance Committee, provided an update on the paper presented, highlighting the key issues discussed at the meeting held on 11 May 2023 including the following:

- The Adverse Events Policy, Whistleblowing Annual Report, Annual Clinical Governance Report for 2022/23, Risk Register and the framework for the design, development and sign off for new National Clinical Pathways were approved.
- An update on the bid to replace the CaTHi system.
- An update on the continued challenge around provision in the West of Scotland for Transcatheter Aortic Valve Implantation (TAVI).
- An insight into a patient's experience in hospital was provided. The Committee noted the challenges related to waiting lists and communication experienced. The Committee thanked the patient for their participation and the Communications Team for co-ordinating the update.

The Board noted the Clinical Governance Committee Update.

4.3 Whistleblowing Annual Report

Anne Marie Cavanagh presented the Quarter 4 and Annual Report on Whistleblowing. There was one whistleblowing case raised during the year which had been previously reported. An emphasis as an organisation on staff awareness and training on whistleblowing was a priority.

Callum Blackburn agreed awareness raising and training were continually being pushed and looked forward to viewing the iMatter results as there were two questions included around Whistleblowing.

Sandie Scott advised that the comprehensive Whistleblowing Communications plan was being refreshed and would launch at the start of June.

It was agreed that Executive Directors would speak to their teams and encourage managers to complete the whistle blowing training as the uptake was currently low. An update was to be provided at the next Board meeting.

The Board approved the Annual Whistleblowing Report.

Action No:	Action	Action By
Bpu/230525/01	Executive Directors to speak to teams and managers to increase awareness of the whistleblowing process and uptake of whistleblowing training. An update on training levels to be provided at July 2023 Board meeting.	Executive Directors

5 Staff Governance

5.1 Staff Governance Report

The Board was presented with the Staff Governance Update for March 2023 by Jenny Pope. The following was reported:

- Sickness absence rate was 6.6%, up 1% on the previous month. The year to date figure was 5.4%. The main reason for absence continued to be stress/anxiety and depression at 31%, which continued to be monitored. Injury and fracture were the second highest cause at 10.7%. There was an increase in Covid related absence at 0.6%.
- The Agenda for Change (AfC) appraisal rate was 70%, below the 80% target, however, significantly improved year-on-year. There was a continued focus to meet the national target.
- A deep dive session on medical appraisal and job planning was held at the Staff Governance and Person Centred Committee (SGPCC). This had been included in the annual reporting cycle to enable progress to be monitored and assurance provided. All Job Plans for 2022/23 were closed in February and 2023/24 plans were underway.

Gordon James gave assurance to the Board that reviews were being carried out in areas where a high sickness absence rate are recorded and highlighted the availability of services like Occupational Health.

The Board noted that Spiritual Care had reported an increase in people dropping in and that engagement with the Spiritual Care Team was reported by HR.

The Board approved the Staff Governance Report.

5.2 Staff Governance and Person Centred Committee Update

Marcella Boyle reported the key items from the SGPCC meeting held on 4 May 2023, including:

- The Committee noted the presentation on service and job planning and commended the work undertaken.
- The Committee discussed the risks and accommodation challenges for International recruitment. Further reports would be provided at future meetings.
- The Health and Wellbeing annual report was noted. The Occupational Health uptake was commended.
- The Committee noted the continued staff absence levels and the aim to focus more on attendance rather than absence.
- The Committee enjoyed a presentation on Caring Science which provoked the thinking that SGPCC was the anchor point. The presentation had brought a lively discussion.

The Committee thanked the team and presenters for the papers and presentations provided.

Jenny Pope reported the aim to provide additional psychological support through the recruitment of another employee for Occupational Health. Gareth Adkins highlighted that there were existing psychological therapy pathways. Susan Douglas-Scott was pleased to note this as it is beneficial to have a variety of options.

Stephen McAllister stated that the average rate of absence due to anxiety/stress and depression in other organisations was over 20% and caring organisations tended to be lower than others. Stephen McAllister highlighted the benefit of evaluating which services were the most successful. Jane Christie-Flight responded that the Health and Wellbeing Group planned to undertake an evaluation.

Susan Douglas-Scott reflected that this work fitted in with the positive compassionate leadership ethos at NHS GJ.

Gareth Adkins stated that that a caring manager tended to have a lower sickness absence rate and there was a possibility to link with NHS GJ's caring science work once he has taken up post in NHS Highland.

Marcella Boyle suggested the Caring Science presentation could be shared with the Board at a future seminar. Nicki Hamer agreed to take this forward as a future agenda item at a forthcoming Board Seminar session.

The Board noted the Staff Governance and Person Centred Committee update.

5.3 Medical Appraisal and Revalidation End of Year Update

Mark MacGregor referred to the paper circulated which had been presented to Staff Governance and Person Centred Committee by John Luck, Appraisal Lead. The paper showed some improvement but not at the level that had been hoped for. Of

159 medical staff, 83% had been appraised by the end of April 2023, a slight reduction on the previous year. The performance of the appraisers had improved but there had been less appraisers available and the majority of medics who had not been appraised did not have an appraiser. Additional appraisers had now been identified.

Mark MacGregor reported that two medics were not engaged in the process and they would be unable to apply for discretionary points. Those medics had been made aware that their refusal to engage could be reported to the General Medical Council (GMC).

Mark MacGregor stated that there had been a number of requests to defer revalidation, mostly due to feedback not being completed or because the medics concerned were new to the organisation.

The Board noted the Medical Appraisal and Revalidation End of Year Update.

5.4 Service Planning and Job Planning

Mark MacGregor outlined the requirement for Service Planning and Job Planning and provided an update on the status within the organisation.

Mark MacGregor highlighted the issue of on-call recording in Allocate and gave assurance that this had been rectified.

Mark MacGregor explained the aim to reduce all doctors working hours to a maximum of 48 hours per week to protect work-life balance. Some doctors who adopted clinical leadership roles were reluctant to reduce clinical/surgical work to compensate.

Mark MacGregor confirmed that all 2023/24 service plans had been signed off and provided an update on the status of 2023/24 job plans and thanked operational colleagues for their support in the work.

Mark MacGregor reported that due to the absence of some of the Clinical Directors, job plan progress had been hampered and as at today's date, 49% were completed, therefore, there would not be 100% completed by the end of May. Assurance was provided that Mark MacGregor had contacted all doctors with outstanding job plans personally and he would continue to monitor this closely.

Mark MacGregor outlined the reasons for some doctors working excessive hours and gave assurance that progress was being made to reduce the figure.

Susan Douglas-Scott thanked Mark MacGregor for the update, for the assurance that things were moving in a positive direction and that this work was to ensure the wellbeing of the medical staff.

Marcella Boyle stated that Mark MacGregor and Anne Marie Cavanagh had provided an in-depth update at the last SGPCC meeting which gave assurance around the plan. A further update was scheduled for a future SGPCC meeting later in the year.

Gordon James agreed this work was high priority and gave assurance that the pay issue had been resolved.

Mark MacGregor commented that Consultants worked hard, that the pay restraints had impacted them and added that working over 56 hours impacted on wellbeing. In addition long hours could add to issues with associated performance and outcomes.

The Board noted the Service Planning and Job Planning update.

6 Finance and Performance

6.1 Operational Performance Report

Christine Divers presented the Operational Performance Report to 31 March 2023. The following was noted:

National Elective Services

- A total of 2064 cataract procedures were carried out against a plan of 1047. The end of year total was 11,109 procedures against a plan of 11,065. All Ophthalmology patients continued to be treated within 12 weeks with an inpatient cancellation rate remaining at 3% or less. Improvement work continued to secure 8 cataracts per list and improved utilisation of Theatres.
- Orthopaedic Surgery reported a total of 484 procedures against a plan of 498. The end of year total was 2899 procedures completed against a plan of 5166, down 2267 procedures. The cancellation rate reduced to 3.7% during March against a target of 3%. For knee replacements 46% were performed on the Robot against a target of 26%. The inpatient waiting list was at 1326 with 697 patients waiting more than 52 weeks. The overall waiting time for surgery reduced to four months with a target of reaching the 12 week Treatment Time Guarantee by June 2023.
- A total of 752 scopes were completed in Endoscopy against a plan of 521. The end of year figure was 7155 procedures against a plan of 5740. The cancellation rate was 9.7% in March, an increase from 6.3%. Did Not Attend (DNA) remained the main reason and a targeted campaign was planned to address this. The Vanguard contract has been extended to March 2024 which would enable an additional 2700 procedures. It was anticipated that there would be adequate staffing to open all 5 procedure rooms in December.

Heart, Lung and Diagnostics

- The year-end position was reported to be 3% over target.
- Radiology year end position was reported at 5% over target.
- The reported activity was achieved despite workforce challenges, replacement of Cath Lab and a shift in referral patterns from elective to urgent.
- Cardiac Surgery continued to perform 24% ahead of plan. There were plans to increase activity through extended working days and efficiency improvements to meet the increase in inpatient waiting lists. Cancellations increased in quarter three due to increased urgent out of hours activity and Critical Care workforce shortages.
- The year-end position showed 40 transplants carried out. Bed pressures had increased. Fifty four retrievals were carried out in 2022/23. NHS Blood and

Transfusion confirmed non-recurring funding ongoing for 2023/24 for Donation after Circulatory Death (DCD) retrieval.

- Thoracic Surgery reported an increasing in-patient list with 7 breaches in March due to surgeon capacity. No patients were waiting over 12 weeks. The end of year position was reported 2% under target. Work continued to reduce Length of Stay and cancellation rates. Interviews were planned for a 6th Thoracic Surgeon.
- Interventional Cardiology reported coronary activity 3% below plan, Electrophysiology was 9.6% below plan with a business case approved to address the low General Anaesthetic capacity.
- The additional beds opened as part of the Winter Plan had closed at the end of March 2023.
- Transcatheter Aortic Valve Implantation (TAVI) reported 206 procedures carried out with 229 planned for 2023/24. Options to solve the backlog were being considered.
- Radiology reported year end activity 6% ahead of target. A Radiology Strategic Development Plan was established and progressing and the National Ultrasound Training Programme and CT Colonography Service had commenced. The Radiology Team won the Top Team Award at the NHS GJ Awards. A Clinical Director had been appointed with a Cardiothoracic focus.
- Scottish National Radiology Reporting Service (SNRRS) reported a 25% increase in reporters. A cost avoidance of £750k for Boards in 2022/23 was reported and 50 additional workstations were purchased to enable future growth.
- Endoscopic Vein Harvesting was underway with Surgical Care Practitioners.

Gareth Adkins suggested a benefits realisation exercise was carried out for the Endoscopic Vein Harvesting work as there had been significant investment in the Programme.

The Board discussed how further TAVI funding was critical to reducing waiting lists and presentations at Accident and Emergency Departments.

Gareth Adkins highlighted the strategic perspective referred to the Cardiac Strategic Direction paper which required to be progressed through regional planning and the Value and Sustainability work would demonstrate better value.

The Board approved the Operational Update.

6.2 Financial Report as at 30 April 2023 (Month 12)

Michael Breen reported the Month 12 financial position, including the following comments/observations:

- The year-end position for 2022/23 was reported as break even with a £39k surplus disclosed at Month 12 subject to external audit governance.
- Over delivery on income of £2.598m offset an overspend on expenditure of £2.559m.
- £3.011m financial year end of efficiencies were identified at Month 12.
- A non-core break even position was reported.
- A core capital planning level was exceeded with additional Scottish Government (SG) funding agreed.

- There was a variance of £2.598m reported year to date, 1.2% off the annual budget.
- Key income points to note for March 2023 were core funding of £132.973m received with adjustment of core to non-core for depreciation. A final anticipated core Revenue Resource Limit (RRL) of £126.418m was reported. Other income of £87.568m equated to an over-recovery against a final budget of £84.970m by £2.59m.
- Key expenditure points to note for March 2023 were an overall overspend of £2.559k, pay costs £1.387m favourable and non-pay costs of £3.945m adverse. Significant overspends on surgical supplies and medical staff costs contributed to this.
- The Financial Plan assumed £4.590m of in-year efficiency savings with £3.011m identified at Month 12. A current balance of £1.579m was offset with general income, over performance and reserve position.
- The current key risks and assumptions reported included that the 2022/23 Financial Plan did not include non-core expenditure in Board draft, any unbudgeted or unknown expenditure items at year end. In addition, movement in costs and income were not shown through trend analysis, SG remaining anticipated allocations were due to be received in month 13 and income risks and volume levels of SLA's achieved.
- One of the biggest challenges continued to be around workforce.

On behalf of the Board, Susan Douglas-Scott commended Michael Breen and the Finance Team on their hard work. Michael Breen expressed pride in the Finance Team on how they had performed.

Marcella Boyle reflected on what the overall performance was showing with the increase in hotel income, an underspend in nursing and an increase in capital funding and whether this could drive efficiencies. Michael Breen commented that there was an appropriate level of vacancies and it was more about joining up the workforce costs. In addition, more focus was required on procurement, service design and transformation.

Michael Breen highlighted the need for a HLD deep dive to gain better understanding of how best to progress. Gordon James commented this would bring together some of the discussions which had taken place in the meeting. For example how recruitment can help avoid waiting list initiatives and adopting a whole system sustainability and value approach.

Susan Douglas-Scott recognised that the break-even position places NHS GJ in a positive position moving forward in a time of potential future budgetary challenges.

The Board approved the Month 12 Financial Report and noted the Month 12 position was subject to External Audit review.

6.3 Finance and Performance Committee Update

Stephen McAllister presented the update from the Finance and Performance Committee meeting held on 11 May 2023 and highlighted the following:

- The Committee noted the excellent operational performance and annual review. Assurance was provided that scrutiny would continue around shortfalls.
- The Committee noted that Research and Development were getting back on track after the pandemic.
- The Committee welcomed the updated reporting format of the Strategic Risk Register, noting that there were no changes to risk rating or detail.
- The Committee commended the first Annual Climate Change and Sustainability Report.
- The Committee's Annual Report for 2022/23 was approved.

The Board noted the Finance and Performance Committee Update.

6.4 Audit and Risk Committee Update

Stephen McAllister provided an overview of the report from the Audit and Risk Committee, held on 19 April 2023, which included:

- The Committee approved the 2023/24 Accounting Policies, were updated on the progress of the 2022/23 National Fraud Initiative and noted no cases for fraud had been identified.
- The Committee approved the Draft Annual Report, Workplan and Terms of Reference for 2023/24.
- The Committee were introduced to Azets, the Internal Auditors who had been appointed from 1 April 2023 for a 5 year term. The Committee noted that Azets would complete the Cyber Security Audit.
- The Committee agreed that the Centre for Sustainable Delivery (CfSD) governance and financial controls would be presented at the meeting in June.

The Board noted the Finance and Performance Committee update report.

6.5 Introduction to new Internal Audit Team

David Eardley, Director of Audit and Assurance and Rachael Weir, Senior Manager, Risk Assurance for Azets joined the meeting.

David Eardley stated that the Azets team had met with the NHS GJ team several times which was important to gain an understanding of the organisation and individual roles.

The Board noted that David Eardley and Rachael Weir specialised in public sector audits and were specialists in areas like data and cyber work.

David Eardley reported Azets were looking at systems and processes and that a draft plan was in place which would be presented to Audit and Risk Committee in June 2023. In addition, several reports would be provided throughout the year as well as an end of year annual report.

Susan Douglas-Scott thanked David Eardley and Rachel Weir for joining the meeting and looked forward to receiving reports in due course. Susan Douglas-Scott stated that Azets would be a key partner in highlighting areas of improvement for NHS GJ.

David Eardley suggested the Board members could join the Non-Executive Directors forum which would give a wider perspective and insights and agreed to send details through to Nicki Hamer.

The Board noted the introduction to the new Internal Audit Team.

David Eardley and Rachael Weir left the meeting.

7 Strategic Portfolio Governance

7.1 Strategic Portfolio Governance Committee Update

Morag Brown provided an update on the Strategic Portfolio Governance Committee (SPGC) meeting held on 4 May 2023 and highlighted the key matters arising which included the following:

- The Committee noted the Strategic Programmes update including value and sustainability.
- The Committee noted updates from NHS Scotland Academy, Expansion programme and Annual Delivery Plan.
- The Committee approved the Annual Assurance Statement for CfSD and the SPGC Annual Report for 2022/23, Terms of Reference and Workplan for 2023/24.

The Board noted the Strategic Portfolio Governance Committee Update.

7.2 Expansion/NTC Update

Susan Douglas-Scott invited Michael Breen to provide an update on the Expansion Programme.

Michael Breen reported that the Expansion Programme Board continued to meet monthly. There were no changes in progress of the Programme with regard to handover date, commissioning period and treatment of the first patient, which was planned for 1 December 2023. All issues affecting the programme remained consistent and were being actively managed.

Michael Breen provided an overview of the programme update, detailing the status of each Work Task Order (WTO) and the timeline for Theatres opening, which was dependent upon availability of workforce. All Theatres would be fully operational by April 2025. Recovery beds would be identified to accommodate Theatres opening.

Michael Breen gave assurance that both risks identified were considered low level.

Michael Breen outlined the proposed activity for 2023/24 and 2024/25 for Orthopaedics, General Surgery and Endoscopy.

Michel Breen reported that workforce remained the key risk to delivery of additional National Treatment Centre (NTC) activity in the medium term but gave assurance that significant work was in progress to mitigate this risk.

Gordon James reported significant progress was evident during a recent walkround.

Sandie Scott agreed to bring a reviewed Communications Plan to the Board and that a tour for Board members would be arranged.

The Board noted the Expansion Update.

Action No:	Action	Action By
Bpu/230525/02	Revised Comms Plan for Phase 2 to be presented to the Board	Sandie Scott
Bpu/230525/03	Tour of Phase 2 to be arranged for Board members	Nicki Hamer

7.3 Annual Climate Change Report

Gareth Adkins thanked John Scott and colleagues for their support in producing the first Annual Climate Change Report and highlighted the key points:

- NHS GJ had grown considerably both in workforce and the number of procedures undertaken which had impacted on the amount of resources used.
- A strategic action plan was being developed detailing the roadmap for NHS GJ to achieve the goals and ambitions of NHS Scotland Climate Emergency and Sustainability Strategy 2022-26.
- The Board noted the range of activities being undertaken.
- A Climate Change Duties Report would be developed for November 2023.

Callum Blackburn reported that the biggest challenge in producing the report had been accessing baseline data and it was hoped that the work would drive reduction of emissions. Statutory duties would be launched by Scottish Government with accompanying workshops planned.

The Board approved the Annual Climate Change Report.

8 Corporate Governance

8.1 Strategic Risk Register

Michael Breen reported the May 2023 position of the Strategic Risk Register.

Michael Breen highlighted that there were 19 risks, one very high relating to International Recruitment, 8 high and 10 medium. There had been no risks closed since the last report nor had any changed level.

Michael Breen reported that work was underway on individual risks to reflect the year end position.

Marcella Boyle reported the Risk Register had featured highly at the last SGPCC as it was at all the Governance Committees.

The Board were assured that everything was being done to mitigate risks wherever possible.

The Board approved the Strategic Risk Register.

8.2 Corporate Governance Annual Report 2022/23

Gareth Adkins highlighted the Corporate Governance Annual Report for 2022/23 and commended Nicki Hamer's work as Board Secretary. Gareth Adkins stated that Nicki Hamer intended to continue to develop the report, which would evolve over time.

Marcella Boyle highlighted Appendix 1, Table 1, regarding the Volunteer Forum that she was the Chair, Jane Christie-Flight was Vice Chair and Callum Blackburn was not a member. Nicki Hamer agreed to amend the table.

Subject to the one amendment, the Board approved the Corporate Governance Annual Report for 2022/23.

8.3 NHS Golden Jubilee Code of Conduct

Gordon James thanked Nicki Hamer for producing the NHS Golden Jubilee Code of Conduct, developed with a Once for Scotland approach and stated that due to this being a very lengthy document, Nicki Hamer was developing a shorter 'Board Protocol' version.

The Board approved the NHS Golden Jubilee Code of Conduct.

9 Minutes for Noting

9.1 Clinical Governance Committee Approved Minutes

The Board noted the CGC approved minutes for the meeting held on 16 March 2023

9.2 Staff Governance and Person Centred Committee Approved Minutes

The Board noted the SGPCC approved minutes for the meeting held on 14 March 2023.

9.3 Finance and Performance Committee Approved Minutes

The Board noted the FPC approved minutes for the meeting held on 7 March 2023.

9.4 Strategic Portfolio Governance Committee Approved Minutes

The Board noted the SPGC approved minutes for the meeting held on 9 March 2023.

9.5 Audit and Risk Committee Approved Minutes

The Board noted the ARC approved minutes for the meeting held on 14 February 2023.

10 Any Other Competent Business

There was no other competent business raised.

11 Date and Time of Next Meeting

The Board noted there was an NHS GJ Board Extraordinary Meeting to approve the Annual Accounts Meeting scheduled for Wednesday 28 June 2023 at 11:00 hours.

The next meeting of NHS GJ Board had been scheduled for Tuesday 25 July 2023 at 10:00 hrs.