# NHS Golden Jubilee

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

### **Meeting date: 12 December 2024**

### **Title: NHS GJ Board Corporate Governance Update – Quarter 2 (July-September 2024)**

### **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 NHS GJ Board 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

**This aligns to all of the NHSGJ Corporate Objectives**

## 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 2.

## 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 Once for Scotland 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. In total 12 papers were presented to NHS GJ Board for approval during Quarter 2. These were:

* Integrated Performance Report
* Duty of Candour Annual Report
* Whistleblowing Annual Report 2023/24
* Whistleblowing Quarter 1 Report
* Annual Feedback Report 2023/2024
* Financial Summary Report as at Month 2
* Operational Performance Report as at Month 2
* Procurement Strategy 2024-2027
* Three Year Delivery Plan for 2024-2027
* Blueprint for Good Governance Implementation Plan Update for 2024/2025
* Clinical Education Strategy
* Corporate Objectives 2024/25
* Strategic Risk Register.

In total 4 papers were presented to NHS GJ Board Private Session for approval during Quarter 2. These were:

* Centre for Sustainable Delivery (CfSD) Annual Plan 2024/2025 and Assurance Statement,
* Digital Implementation Plan
* NHS Academy (NHSSA) Programmes and Ethical Sponsorship Principles and Policy
* NHS GJ Board Member Responsibilities and Membership.

Lord Darzi’s report on the investigation into the National Health Service in England had been received and the content noted by the organisation.

The Chair and Chief Executive, to celebrate the 76th anniversary of the National Health Service, sent an email to thank staff for their incredible hard work and dedication to NHS Golden Jubilee.

The Board were informed of three deaths in service of board colleagues who sadly passed away during the month of August 2024. The Board conveyed their deepest sympathies to the families and colleagues of Scott McNair, Fred Rafferty and Kamal Deep.

NHSS Assure Commissioning and handover of the Expansion Phase 2 concluded with the opening of the Surgical Centre.

A second school careers event was held in September with positive feedback and increased attendance.

**2.0 Non-Executive Directors **

The Board Chair attended the Board Chairs Group in August and the Board Chairs Development Days in September.

The Board Chair was a guest speaker at the NHS GGC/NHS GJ LGBTQ+ Leadership Conference in August.

The Board Chair, Chief Executive and Callum Blackburn, Non-Executive Director (Climate Change and Sustainability Champion) welcomed a visit to NHS GJ by the Cabinet Secretary, Neil Gray, as part of Climate Week. The Cabinet Secretary was introduced to the different parts of the organisation working on sustainability, followed by a visit to the Skills and Simulation Centre where he was advised on the work of National Green Theatres. The Cabinet Secretary participated in show and tell sessions on lean surgical trays and the reusable surgical gown trial. Carole Anderson, Director of Transformation, Strategy, Planning and Performance, shared the NHS GJ sustainability aims with the Cabinet Secretary before Professor Paul Rodgers from University of Strathclyde and Dr Euan Winton from Heriot-Watt University shared their DesignHOPES work, including reusable theatre caps, co-designed with NHS GJ staff. Also, Callum Blackburn opened the new GJ Biospace Meadow.

The Chair of Staff Governance Person Centred Committee commended the quality and breadth of Equalities Diversity and Inclusion work across the organisation. The Chair welcomed the work to reduce the working week hours to 37, noting the Band 5 Review was well underway. The Chair praised the marked improvement in Medical appraisal completion rates. The Chair was pleased to report that the iMatter results for 2024 had generally increased across all areas, even though participation levels were down on the previous year. The Chair thanked Rob Moore for standing in as Chair for the September meeting.

The Chair of Finance and Performance Committee noted the financial performance whilst reflecting on the efficiencies challenges, particularly around the recurring savings target. The Chair reflected on the excellent operational performance whilst noting the continuing challenges around performance due to the revised timeline for Phase 2. The Chair noted the emerging risks around Capital Planning and the mitigation of an emerging risk around procurement through joint working with NHS Greater Glasgow and Clyde. The Chair welcomed a presentation from the Climate Change and Sustainability Strategic Group and the good initiatives and commitment to making savings within this space.

The Chair of Strategic Portfolio Governance Committee commended the work on all the strategic programmes work streams across NHS GJ that had been presented to the Committee, including the discussions around the Anchor Programme. The Chair commended the hard work undertaken by the team within the Digital Improvement Plan. The Chair praised both CfSD and NHSSA on how well they were delivery services across Scotland. The Chair acknowledged the exciting progress being made with Academic relations.

The Chair of Clinical Governance Committee noted the continued focused work to resolve Significant Adverse Events and recognised the progress achieved to date, as well as the ongoing improvement work on Complaints Handling. The Chair noted the Committee had received Clinical Department Updates from Scottish National Advanced Heart Failure Service (SNAHFS) and Anaesthesia. The Chair welcomed the continued positive patient experiences shown within the Patient Story section of the meeting.

The Chair of Audit and Risk Committee took on the role of Cyber Security Champion as well as being the Champion for Counter Fraud. Various reports were presented to the Committee along with approval of the Counter Fraud Update report, noting there were no outstanding fraud cases. The Chair commended the positive relationship and progress on all audit actions over the past 12 months.

The Expansion Programme Board continued to meet to provide assurance around the Phase 2 Expansion programme, were delighted when Phase 2 opened and commended all colleagues involved on their hard work and dedication throughout the programme.

**3.0 Board Development **

Board development is a key priority and to support this a Board Seminar took place on 29 August. This interactive session focussed on Expansion Phase 2, Organisational Culture and iMatter Update.

The Chair thanked all Board Members for undertaking the Cultural Humility training which complimented the interactive session on Organisational Culture at the Board Seminar.

The Board completed the iMatter Action Plan and proposed work in relation to this Action Plan is being presented to Board Private session today.

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

**4.0 Executive Directors **

The Board welcomed Jonny Gamble as Director of Finance on 1 September 2024 and thanked Graham Stewart for his work as Interim Director of Finance.

Executives Appraisals had been completed for 2023/24 and signed off by Remuneration Committee. The Remuneration Committee commended the work of the Executive Directors as it had been an exceptional year for NHS Golden Jubilee and this was reflected in the appraisals.

Executive Directors were meeting fortnightly to discuss the Achieving the Balance programme, with an All Staff Session held, which was well attended.

**5.0 Corporate Administration **

The Board approved the Corporate Objectives for 2024/25.

**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 Implementation Plan was approved in March 2024. Governance Committees discuss progress of their relevant actions at each meeting and the Board receive an update on progress of the actions within the Implementation Plan.

**7.0 Directors Letters **

There were a total of 6 Directors Letters (DLs) received during Quarter 2, which are detailed below:

* DL(2024) 14 - Recommendations to Improve the Retention of Consultants at the latter stage and Pre-Retirement Career Phase

NHS Golden Jubilee have reviewed both Annex A and B and confirm these are all in hand.

* DL(2024) 15 – Refreshed Employer Flexible Retirement Guidance Extended Timeframe for Retirement Applications and Price Change for Additional Pension Benefit

NHS Golden Jubilee have noted this DL which provides clarity around potential conflict with 2004 Consultant Contract

* DL(2024) 16 – The Patients’ Rights (Feedback, Comments, Concerns and Complaints) (Scotland) Amendment Directions 2024

NHS Golden Jubilee Annual Report was submitted at the end of September 2024.

* DL(2024) 18 – Independent Review into the Delivery of Forensic Mental Health Services – Recommendation One

NHS Golden Jubilee have noted this DL with no action required.

* DL(2024) 21 – Gender Identity Healthcare Protocol for Scotland

NHS Golden Jubilee have noted this DL with no action required.

* DL(2024) 22 – Supplementary Staffing – Nurse Agency Controls

NHS Golden Jubilee have noted this DL with no action required.

If you wish to view any of the DLs then please use the following web address: [https://www.publications.scot.nhs.uk/](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.publications.scot.nhs.uk%2F&data=05%7C02%7CChristine.Nelson%40gjnh.scot.nhs.uk%7Cd76f20a76f654690b3f808dcc76bd0ed%7C10efe0bda0304bca809cb5e6745e499a%7C0%7C0%7C638604513073313283%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=CUPtLYN0xpfqz6sn0IbtlIZnK46%2Bo2%2BigUoqP6ERMKc%3D&reserved=0)

**8.0 Other Communications**

Other Communications received by the Board within Quarter 2 were as follows:

**Pay Terms and Conditions (PCS)**

* + PCS(AFC)2024-01 Protecting Learning Time for AfC Staff in NHS Scotland
  + PCS(AFC)2024-02 Reduction in the Working Week for AfC Staff in NHS

Scotland

* + PCS(AFC)2024-05 Pay and Conditions for NHS Staff Covered by the Agenda

for Change Agreement.

The PCS communications have been considered at Partnership Forum meetings and discussed within the Staff Governance and Committee meetings.

**Guidance**

* NHS Scotland Support and Intervention Framework – Financial Considerations 2024/25
* Commencement of the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024
* Prevent Duty Guidance 2024 (Scotland)
* Anaesthetic Nitrous Oxide System Loss Mitigation and Management
* Anti-Racism Statement
* Public Sector Non-Domestic Rates Appels
* NHS Scotland Executive Forum Terms of Reference

**Letters**

* + NHS Golden Jubilee – Quarter 1 Review
  + Advance Notice of Cabinet Secretary Anti-Racism Statement and Release of Guidance
  + DesignHOPES – Collaboration Agreement
  + National Delivery Board Plan Guidance Contribution Template

**Chief Medical Officer (CMOs)**

* NHS Golden Jubilee – Quarter 1 Review
* Winter Programme 2024 – Seasonal Flu and Covid-19 Vaccination Programme

### 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 Board is asked to receive and discuss NHS GJ Corporate Governance Update – Quarter 2.

## List of appendices

There are no Appendices to this report.