Corporate Governance Quarter 3 Report 2024/25



1. Governance

## 2.3 Assessment



The Board continued to meet regularly within a hybrid model. In total 9 papers were presented to NHS GJ Board for approval during Quarter 3. These were:

* Integrated Performance Report
* Whistleblowing Quarter 2 Report
* Annual Feedback Report 2023/2024
* Financial Summary Report as at month 5
* Operational Performance Report as at Month 5
* Annual Climate Emergency and Sustainability Report
* Public Bodies Climate Change Duties Report 2024
* Blueprint for Good Governance Implementation Plan Update for 2024/2025
* Strategic Risk Register.

In total 6 papers were presented to NHS GJ Board Private Session for approval during Quarter 3. These were:

* Infrastructure Business Continuity Plan/Whole System Planning
* Draft NHS GJ Board Strategy
* Annual Redress Report 2023/24
* Corporate Governance Improvements – Board and Committee Meetings
* Board and Governance Meetings Protocol
* Corporate Governance – Board Member Responsibilities and Membership

**Following the December Board meeting and due to the fast moving change of additional capital funding available to NHS GJ, the Board implemented the agile Board agreement to undertake an electronic decision to approve to increase the capital programme for 2024/25.**

On Wednesday 27 November, we celebrated with staff at the Our People Awards ceremony which was held in the Hotel. Each year our People Awards recognises the incredible efforts of our staff for the inspirational work they carry out of the people all across Scotland. Several of the Executive and Non-Executive Directors joined the celebration and presented the awards to the winners.



On Monday 9 December, the Chair and Chief Executive welcomed the First Minister to NHS GJ. The First Minister was presented with an update on the National Treatment Centre Programme, including Building Plans and Workforce and Recruitment by the Deputy Chief Executive/Director of Operations, Director of Nursing, Medical Director, Director of Facilities and Capital Projects and the Clinical Programme Manager. The First Minister was then introduced to the wall art displayed in the Surgical Centre and met two of the young people who created the art. The First Minister then visited the Surgical Admissions and Endoscopy Units as well as Theatre 41, during which time he met with some of the Clinical staff.

The Board Chair and Chief Executive carried out walkrounds with the following services within the organisation:

* Housekeeping and Porters – 7 October 2024
* Booking Office – 20 November 2024
* Orthopaedic West and 4 West – 17 December 2024

1. Non-Executive Directors
2. Governance

The Board Chair attended the Board Chairs Group in October, November and December as well as a meeting of the Board Chairs with the Director General in October. The Board Chairs met with the Cabinet Secretary in October and December.



The Chair of Staff Governance Person Centred Committee commended the key work around investment in Staff Wellbeing and Culture. The Committee approved a number of its standard reports specifically a refresh of the Strategic Risk Register, noting the risk around retention and recruitment to senior positions within NHS GJ. The Committee received a presentation on Succession Planning and noted the revised Key Performance Indicators, with the existing KPI’s being preserved at Committee level with broader reporting at Board level. The Committee were kept updated on the Agenda for Change Updates and was content with the progress made. The Committee received the Whistleblowing Quarter 2 report and looked forward to receiving the outcomes from the staff survey.

The Chair of Finance and Performance Committee approved and reflected upon the excellent operational performance within the Heart Lung and Diagnostics (HLD) and National Elective Services (NSD) Divisions. The Committee noted the rationale behind the over-performance year to date, the challenges due to the delayed opening of Phase 2 and Central Sterilising and Processing Department (CSPD) equipment issues in addition to the recruitment challenges in Ophthalmology. The Committee approved the Financial Reports and reflected upon the efficiencies challenges, particularly around the recurring savings target. The Committee was assured of the best case forecast for 2024/25 being a breakeven position. The Committee commended the level of income generated and the volume of commercial projects undertaken year to date by NHS GJ Research Institute. The Committee approved the Annual Climate Emergency and Sustainability Report, the Climate Change and Sustainability Strategic Group Update and the Public Bodies Climate Change Report 2024. The Committee welcomed the good initiatives and commitment to making savings as reported within the Climate Change and Sustainability Update.

The Chair of Strategic Portfolio Governance Committee commended the work on all the strategic programmes workstreams across NHS GJ that had been presented to the Committee and in particular, noted the maturing of the programme management process, whilst ensuring business as usual was reviewed. The Committee noted the progress being made around the strategic elements of the Board Strategy and commended the extensive work undertaken across both Centre for Sustainable Delivery (CfSD) and NHS Scotland Academy (NHSSA). However, the Committee noted the risk in terms of long term funding. During this quarter the Committee noted it no longer had Strategic Risks allocated as there was no formal governance alignment to the Board and that those risks had been transferred to the Standing Governance Committees.



The Chair of Clinical Governance Committee noted the Significant Adverse Events/SAER Update and welcomed the ongoing work on the overdue actions. The Committee noted the work identified to reduce delays and improved commissioning of SAERS. The Committee approved the Strategic Risk Register and was assured by the deep dives undertaken regarding Healthcare Associated Infection (HAI). The Committee noted the Safe Staffing 6 Monthly Update and reflected positively on the work undertaken to progress the duties for the Health and Care (Staffing) (Scotland) Act. The Committee commended the improvements made to Orthopaedics and recognised the significant growth of the department and vigilance in maintaining an effective service, whilst embedding a new workforce which was having a positive impact for patients. The Committee approved the Research Institute Quarter 2 Performance Report and commended the volume of projects and income generated.



The Chair of Audit and Risk Committee received the quarterly Counter Fraud Service Update Report and noted the themes of national referrals. One referral related to NHS GJ and had been actioned and closed. The Chair was assured of the robust counter fraud controls and management processes in place and noted the efforts to raise staff awareness during the recent Counter Fraud Week. The Committee reviewed the Internal Audit Report Action Plan Update and noted the progress against all actions. The Committee discussed the Financial Management and Reporting audit and endorsed submission of the report to Board. The Committee received an update from External Audit and noted the key themes arising from the debrief with the Finance Team. The Committee approved the Strategic Risk Register and was assured by the deep dives on risks being undertaken by the relevant Governance Committees.



The Expansion Programme Board continued to meet to provide assurance around the Phase 2 Expansion programme. The Chair commended the incredible work carried out, showing appreciation for all involved and thanked everyone for their individual roles within the Expansion Programme.

1. Non-Executive Directors
2. Non-Executive Directors

**3.0 Board Development**

Board development is a key priority and to support this a Board Seminar took place on 31 October 2024. This interactive session focussed on an update on the improvements to the Integrated Performance Report and Power BI as well as a session on contextualising the Equalities Agenda at NHS GJ.

Non-Executive Director development is continually embedded throughout the Board calendar and a new supportive approach on Board Member visibility will be undertaken throughout 2025/26.

1. Executive Directors
2. Non-Executive Directors

On 1 November 2024 the Executive Team met with the Chief Operating Officer, Scottish Government and held an Engagement Session.

On 7 November 2024, NHS GJ received a visit from the Health Service Executive, Health colleagues from Ireland.

The Chief Executive attended the Royal College of Physicians and Surgeons of Glasgow President’s Conference which focussed on Confronting Obesity, looking at Challenges, Prevention and Treatment.

The Executive Directors participated in a focus session to develop the Board Strategy on 25 November 2024 and a Medical Service/Job Planning session on 16 December 2024.

Executive Directors continued to meet fortnightly to discuss the Achieving the Balance programme.

1. Corporate Administration

In December 2024, the Board was asked to consider the governance needs for 2025/26 in order to exercise safe, thorough and proportionate governance.

In light of current financial and operational pressures, it was proposed NHS Golden Jubilee Board consider a change to the governance arrangements for 2025/26. The Board was asked to approve a reduction in the number of meetings held throughout the year in order to release additional capacity into the system. This would add to the Board’s contribution by reducing waste and maximising resources.

To support this new way of working a Standard Operating Procedure was created, as a quality assurance measurement tool, with a set of Key Performance Indicators for the Executive and Secretariat Teams. The output from these KPIs will be shown in the governance reports for 2025/26.

1. 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.

1. Directors Letters

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There were a total of 9 Directors Letters (DLs) received during Quarter 3, which are detailed below:

* DL(2024) 24 – ARHAI (Antimicrobial Resistance and Healthcare Associated Infections) Scotland and Healthcare Associated Infection (HCAI) Related Incidents and Outbreaks and Data Exceedance.

NHS GJ has noted this DL.

* DL(2024) 25 – Updated Reporting Templates for the Health and Care Staffing Act.

NHS GJ have reviewed and can confirm this is being actioned.

* DL(2024) 27 – Waste Management Officer Responsibilities Compliance and Financial Saving Opportunities.

NHS GJ adhere to compliance and financial savings opportunities.

* DL(2024) 28 – Fire Safety Policy for NHS Scotland 2024.

NHS GJ have reviewed and policy will be taken through relevant governance processes.

* DL(2024) 29 – Publication of New Deliverables for the Second Phase of the ‘Healthcare Associated Infection Strategy 2023-25’

NHS GJ have reviewed and can confirm this is being actioned.

* DL(2024) 30 – NHS Boards Remuneration 2024-25 – DL(2024) 30 – Chair and Non- Executive Members – 28 November 2024.

NHS GJ have circulated to Board Members.

* DL(2024) 34 – Personal Footcare Guidance – Letter and Guidance

NHS GJ have noted this DL.

* DL(2024) 32 – Safety of Health and Social Care Estates and Facilities Equipment NHS Boards and Local Authority Responsibilities

NHS GJ have reviewed and actioned.

* DL(2024) 31 – A Renewed Approach to Population Based Planning Across NHS Scotland

NHS GJ have reviewed and actioned.

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)

1. Other Communications

Other Communications received by the Board within Quarter 3 were as follows.

**Pay Terms and Conditions (PCS)**

There were 2 PCS Communications received during Quarter 3 which are detailed below:

* PCS(MD)2024/01 – Pay and Conditions of Service 2024-25 Health Board Medical Directors/Formal Medical Directors on Protection
* PCS(DD)2024/01 – Pay and Conditions of Service Remuneration of Hospital Medical and Dental Staff, Doctors and Dentists in Public Health Medicine and the Community Health Service

**Guidance**

* Good Food Nation Plans
* (GDS) Support Services) Update Accessibility Monitoring re Website Accessibility Monitoring – GJNH
* Infected Blood Enquiry Recommendations for Health Boards Relating to Clinical Blood Transfusion Practice and Patient Blood Management.
* Updated Fair Work Guidance Published

**Letters**

* National Board Delivery Plan Guidance Contribution Template
* National Care Service Bill Update
* Golden Jubilee Foundation – Allocations – November 2024
* 2025-26 Scottish Government Budget – Health and Social Care Letter
* Scottish Adult Congenital Cardiac Service (SACCS) Business Care NSSC Outcome and Next Steps
* Influenza A
* Golden Jubilee Foundation – Allocations – December 2024

**Chief Medical Officer (CMOs)**

There was no correspondence received from CMO during this Quarter.