**Unapproved Minutes**

**Meeting: NHS Golden Jubilee Public Board Meeting**

**Date: Thursday 12 December 2024, 10:00**

**Venue: Level 5 East Boardroom/MS Teams**

**Members**

Susan Douglas-Scott CBE Board Chair (from Item 6.2)

Stephen McAllister Non-Executive Director (Vice Chair)

Callum Blackburn Non-Executive Director

Gordon James Chief Executive

Jane Christie-Flight Employee Director/Non-Executive Director

Linda Semple Non-Executive Director

Lindsay Macdonald Non-Executive Director

Jonny Gamble Director of Finance

Marcella Boyle Non-Executive Director

Mark MacGregor Medical Director

Morag Brown Non-Executive Director (via MS Teams)

Rob Moore Non-Executive Director (via MS Teams)

**In Attendance**

Anne Marie Cavanagh Director of Nursing

Carole Anderson Director of Transformation, Strategy, Planning and Performance

Carolynne O’Connor Deputy Chief Executive/Director of Operations

Laura Smith Director of People and Culture

Nicki Hamer Head of Corporate Governance and Board Secretary

Sandie Scott Director of Strategic Communications and Stakeholder Relations (via MS Teams)

**Apologies**

Rebecca Maxwell Non-Executive Director

**Minutes**

Christine Nelson Deputy Head of Corporate Governance

**1 Opening Remarks**

* 1. **Chair’s Introductory Remarks**

Stephen McAllister welcomed everyone to the meeting. Susan Douglas-Scott would join and Chair the meeting after the first break, as she was attending a funeral. Everyone then participated in a short wellbeing discussion.

Stephen McAllister shared the following highlights since the last Board meeting:

* NHS Board Chairs met in October and November 2024. Linda Semple advised that there had been a strong focus by Scottish Government (SG) on Health Boards utilising the services of NHS Golden Jubilee (NHS GJ).
* Stephen McAllister deputised for Susan Douglas-Scott at the NHS Board Chairs meeting on 9 December 2024. Integration Joint Board meetings and the third cohort of the Aspiring Chairs programme were discussed.
* Our People Awards evening was a really successful night. The Board congratulated all winners.

On behalf of Susan Douglas-Scott, Stephen McAllister expressed the gratitude of the Board to staff for their dedication during the festive season who would miss out spending time with family and friends.

Stephen McAllister advised the Board that all Executive appraisals had been completed.

NHS GJ Board congratulated Nicki Hamer on passing the Diploma in Corporate Governance.

Susan Douglas-Scott chaired the meeting from agenda item 6.2 and added to the introductory remarks as follows:

* Susan Douglas-Scott thanked Stephen McAllister for stepping in to chair the meeting in her absence.
* Susan Douglas-Scott expressed that her thoughts were with anyone who was struggling during this time.
* At the Cabinet Secretary meeting with Board Chairs on 11 December 2024, Health Boards working with NHS GJ was referred to frequently. The impact of ongoing workforce challenges and gaps in training availability in areas such as Anaesthetics was discussed. A review of National Elective Co-ordination Unit (NECU) had been commissioned and there was potential for a whole system approach being considered with staff moving site when required.
* Susan Douglas-Scott along with a number of NHSGJ colleagues had been honoured to attend the President’s dinner at the Royal College of Physicians and Surgeons of Glasgow, celebrating the beginning of the new President’s term. She expressed her congratulations to Professor Eteiba on his appointment.

The Board agreed some improvements could be made but it was important to ensure a balance between capacity, delivery and workforce.

* 1. **Apologies**

The Board noted Rebecca Maxwell’s apologies and expressed their condolences on the passing of a close family member.

**1.3 Declarations of Interest**

There were no changes to the standing declarations of interest.

1. **Chief Executive Update**

Gordon James reported the following highlights:

* Positive feedback had been received from the People Awards. Gordon James passed on his thanks to the Communications Team, Golden Jubilee Conference Hotel (GJCH) and the Board of Trustees for supporting the event.
* The mid-year engagement session with the Chief Operating Officer had been positive. A change to the funding model was being considered with a marginal tariff no longer being applied to territorial Health Boards but would go directly to National Treatment Centres (NTC).
* The Cabinet Secretary visited NHS GJ as part of Climate Change Week which covered both the Green Theatres and Design Hopes collaboration with University of Strathclyde.
* Colleagues from Health Service Executive, Ireland visited NHS GJ to discuss the NTC programme.
* Professor Hany Eteiba had taken up the role of President of the Royal College of Physicians and Surgeons of Glasgow. Gordon James attended the Royal College of Physicians and Surgeons President’s Conference.
* The First Minister visited NHS GJ with a focus on supporting national productivity and the official opening of Phase Two of the Expansion.
* An all staff session was held with the main topics of discussion being Achieving the Balance and Phase Two.
* Executive Leadership Team (ELT) were working on the Board Strategy.
* A formal programme of Chair and Chief Executive Walkrounds was now in place.
* Thanks was expressed to Callum Blackburn and Lindsay Macdonald for their support with Speak up Week, Cyber Security month and Fraud Awareness Week.

Gordon James provided an overview of letters and reports received from SG over the last quarter, which would be included in the next quarterly governance report.

Gordon James highlighted the following successes:

* Chloe Peace had been awarded Radiography Professional of the Year for Scotland.
* NHS GJ had been awarded Disability Confident Leader status.
* NHS GJ eRostering Team were finalists in the RLDatix Awards.
* The Hospital: Life on the Line documentary and the Volunteers Team were finalists in Scotland’s Health Awards.
* The Staff Wellbeing Zone had been officially opened.

The Board noted the Chief Executive update.

**3 Updates from last meeting**

**3.1 Unapproved minutes from 26 September 2024 Board Meeting**

The Board approved the minutes of the 26 September 2024.

**3.2 NHS GJ Board Minutes 28 March 2024**

As highlighted in the recent Internal Audit Financial Management and Reporting Report, the Board approved an amendment to NHS GJ Board Public minutes from 28 March 2024 to reflect that the Revised Standing Financial Instructions for March 2024 were approved by the Board.

**3.3 Board Action Log**

There were no outstanding actions for discussion.

**3.4 Matters Arising**

There were no matters arising.

**4 Clinical Governance**

**4.1 Clinical Governance Report**

Anne Marie Cavanagh presented the Clinical Governance update from the Integrated Performance Report (IPR) which included data up to 31 August 2024.

NHS GJ Board noted there had been 10 complaints reported in July 2024. Six Stage One complaints were received with five responded to within target and four Stage Two complaints were received with one responded to within target. There had been no new Significant Adverse Event Reports (SAERs) commissioned in August 2024. There were 12 deaths reported in August and nine in July 2024. No whistleblowing concerns had been reported for the period.

Anne Marie Cavanagh provided an update on the Health Associated Infections (HAI) for the reporting period, with any infections reported being subject to scrutiny. There were no Surgical Site Infections (SSI’s) reported in October 2024. Anne Marie Cavanagh provided assurance that NHS GJ remained alert and responsive to any organisms identified locally and/or nationally.

NHS GJ Board noted the staff vaccination programme for Flu and Covid was underway, that uptake had been similar to previous years and Covid vaccination had only been offered to patient facing staff.

NHS GJ Board discussed the volume of complaints and noted the capacity of the Clinical Governance Team to progress these timeously remained challenging but was assured of the improvements made to date and that improvement work continued.

The Board approved the Clinical Governance Report.

**4.2 Clinical Governance Committee Update**

Morag Brown provided an overview of the Board Update report from the Clinical Governance Committee (CGC) meeting held on 7 November 2024.

The Committee welcomed the work carried out around Significant Adverse Events (SAERs) and noted the work identified to reduce delays and improve commissioning of SAERs.

The Committee noted the Safe Staffing Update and reflected positively on the work undertaken to progress the duties for the Health and Care (Staffing) (Scotland) Act.

The Committee welcomed the Orthopaedic Update and recognised the significant growth of the department while maintaining an effective service. The Committee commended the positive impact on patients through a reduction in length of stays, using recliner chairs and the increased Physiotherapy Service provision.

The Board noted the Clinical Governance Committee Update.

**4.3 Whistleblowing Quarter Two Report for 2024/25**

Anne Marie Cavanagh presented the Whistleblowing Quarter Two Report for 2024/25, reporting there had been no concerns raised during quarter two.

NHS GJ Board noted that the results and analysis of the Speak-Up week questionnaire would be included in the Quarter Three report.

Callum Blackburn highlighted that the Whistleblowing Training was now on TURAS, which had resulted in a higher uptake. However, reporting was not as comprehensive. Gordon James advised that the planned workforce dashboard would improve data reporting.

The Board approved the Whistleblowing Quarter Two Report for 2024/25.

**5 Staff Governance**

**5.1 Staff Governance Report**

Laura Smith provided an overview of the highlights and lowlights of the Staff Governance Report to 31 August 2024.

NHS GJ Board noted the sickness absence rate fell to 5.9% with absence due to anxiety/stress/depression or other psychiatric illness falling to 22.4%. Turnover increased to 1.1%, which was noted as a seasonal trend. Agenda for Change Staff Appraisal rate dropped to 65%. This drop was consistent with the previous year. Early signs for September to November showed improvement in these figures.

The Board approved the Staff Governance Report.

**5.2 Staff Governance and Person Centred Committee Update**

Marcella Boyle provided an overview of the Staff Governance and Person Centred Committee (SGPCC) meeting held on 19 November 2024.

Marcella Boyle reported that the update on Medical Appraisal and Revalidation had provided assurance of the sustained process and benefits were now being seen.

The Committee had welcomed the succession planning presentation and acknowledged this programme offered another opportunity to invest in staff and support retention.

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

**5.3 Health and Safety Quarter 2 Report, including Risk Register**

Jonny Gamble presented the Health and Safety Quarter Two Report, detailing the key highlights of the report.

The Risk Register had been reviewed and there were no risks categorised as major or extreme. Jonny Gamble provided an overview of the revised risks, which had been condensed to 10 risks.

There had been no incidents reported to the Health and Safety Executive (HSE).

The Scottish Fire and Rescue Service carried out an audit and inspection of the Golden Jubilee Conference Hotel (GJCH) in August 2024. A Fire Safety Group had been established to carry out the recommendations made following the inspection.

The required works carried out regarding the Helipad had been completed.

The Board discussed the Health and Safety Audit and Inspection System and noted a Short Life Working Group had been set up to review the system following user feedback on the new process and it had been agreed to revert back to an annual audit.

The Board discussed the potential benefit of monitoring close calls as well as incidents as this would provide benchmarking and potential avoidance of incidents taking place. Jonny Gamble agreed to ask Health and Safety Committee to look into this and report to Staff Governance and Person Centred Committee.

The Board approved the Health and Safety Quarter Two Report, including the Risk Register.

**6 Finance and Performance**

**6.1 Operational Performance Report**

Carolynne O’Connor presented the Operational Update for August 2024 (month 5).

**Heart, Lung and Diagnostics (HLD)**

HLD continued to achieve delivery of activity at 2% ahead of the Annual Delivery Plan (ADP). A reduction in patients waiting over 52 weeks had been realised along with a reduction in the Transcatheter Aortic Valve Implantation (TAVI) waiting list due to the additional funding granted. Improved Day of Surgery Admission (DOSA) rates in both Cardiac and Thoracic Surgery had been achieved.

Challenges included gaps in middle grade rotas in Cardiothoracic but this had been rectified from October 2024 due to successful recruitment. Workforce challenges continued across small teams which continued to impact on activity. Electrophysiology additional planned care funding had resulted in additional parallel lists and weekend lists being carried out to increase activity.

An overview of the improvements made to the longest waiting patients was provided.

An operational update for all services within HLD was provided noting improvements in activity in most areas. However, the breakdown of Central Sterilising Processing Department (CSPD) equipment had impacted on some activity levels and services were working to regain the forecast planned activity.

The Board commended HLD on their continued success, despite the challenges faced, thanked everyone involved and noted that the Division was now looking ahead to 2025 activity.

**National Elective Services (NES)**

Carolynne O’Connor provided an update on NES activity which had achieved 6% activity ahead of target. The Board noted that the first additional Orthopaedic Theatres and Surgical Admission Unit opened during August 2024. The CSPD equipment failure had resulted in three days lost activity within Orthopaedics, Ophthalmology and General Theatres, although all emergency work had been covered.

An operational update was provided for all services within NES, highlighting the successes and challenges, including the impact of the delayed opening of Phase 2 and the mitigations put in place to recover activity levels.

The Board noted the positive activity, despite the challenges and that SG are being briefed regularly on the revised ADP delivery.

The Board discussed the health benefits of avoiding cancellation and treating patients quickly and how this could be recorded and reported, demonstrating the wider health economic benefits. The Board suggested that perhaps the University of Strathclyde could support this work and this could be discussed further at one of the Board Seminars.

The Board approved the Operational Update.

**6.2 Summary Financial Report as at 31 August 2024 (Month Five)**

Jonny Gamble presented the key points of the financial position for month five which included the plan to achieve a breakeven position for 2024/25, relying on delivery of an efficiency target of £9.9m for 2024/25 and a capital plan of £12.2; comprising £4.6m Core, £7.1m Expansion and £0.4m other capital.

The actual position to date was a month six deficit of -£0.973m, an Achieving the Balance forecast delivery of £8.0m (-£1.9m adverse) with a remaining commitment to and forecasting of a break even position. A robust financial mitigation plan was in place with a capital position of £4m year to date spend and a forecast of £12.2m.

The revenue income position for August 2024 reflected an overall positive variance of £0.327m and the expenditure position reflected an overall adverse variance of £1.3m.

Within the Achieving the Balance programme, the current forecast was £8.036m against a plan of £9.9m. It was noted that much of the efficiency savings had been achieved through non recurrent savings but the aim was to identify recurring savings going forward.

Jonny Gamble provided an overview of processes put in place as part of the Achieving the Balance programme and the planned next steps. This included the Chief Executive chairing fortnightly meetings to ensure a robust process.

The Board noted the Capital spend position as at 31 August 2024 was £3.999m which was being regularly reviewed to ensure projects were completed within the financial year and a robust governance process was in place through the Strategic Capital Group.

The Board approved the Financial Report as at 31 August 2024 (Month Five).

**6.3 Finance and Performance Committee Update**

Stephen McAllister presented the Finance and Performance Committee (FPC) Update from the meeting held on 19 November 2024.

The Committee approved the Operational Report and reflected upon the excellent operational performance within Heart, Lung and Diagnostics and National Elective Services Divisions.

The Committee approved the Strategic Risk Register and noted the increased Cyber Security threat and accepted the new Health and Safety Risk. The Committee commended the deep dives undertaken on Waiting Times Management.

The Board approved the Finance and Performance Committee update.

**6.4 Audit and Risk Committee Update**

Lindsay Macdonald provided an update from the Audit and Risk Committee (ARC) meeting held on 28 November 2024.

The Committee noted the Counter Fraud Service Update, the National Fraud Initiative Update, the Network and Information Systems (NIS) Audit and Cyber update and the Audit Report Action Plan update.

Lindsay Macdonald reported on the ongoing discussion with Azets regarding the Internal Audit Report, which would be discussed further within the Board Private meeting.

Lindsay Macdonald thanked the Committee Chairs for their work around the deep dives into Committee risks and feedback provided to Audit and Risk Committee.

The Board noted the Audit and Risk Committee Update.

**6.5 2024/25 Annual Delivery Plan Quarter Two**

Carole Anderson presented the Annual Delivery Plan (ADP) Quarter Two Update, which was aligned to the National Recovery Drivers and performance within the NHS Scotland Academy (NHSSA), Centre for Sustainability Delivery (CfSD) and programmes for quarter three.

Carole Anderson reported that good progress had been made on 11 of the 12 deliverables and detailed the highlights. Quarter Two amber deliverables highlighted included eRostering roll out to Intensive Care Unit and High Dependency Unit with Anaesthetics roll out nearing completion, although some delays had affected timelines.

An overview of next steps for Quarter Three was provided although projections indicated some further challenges in forecasting were expected and there may be some slippage in timelines due to capacity constraints, scheduling delays and dependency challenges.

Carole Anderson provided an overview of the overall timeline for the Annual Plans for 2025/26 which would go through the appropriate governance process for approval.

The Board noted the Annual Delivery Plan Quarter Two Update.

**7 Strategic Portfolio Governance**

**7.1 Strategic Portfolio Governance Committee Update**

Linda Semple provided an overview of the Strategic Portfolio Governance Committee (SPGC) Update Report for the meeting held on 5 November 2024, noting that SPGC were not part of the formal governance route but ensured alignment to the strategic objectives and any associated risks.

The Committee commended the amount of work being undertaken by the various reporting strands and noted that the programme management process was maturing well, which helped to see the definitive links within NHS GJ family and provided assurance to the Board that there was clarity in the purpose of the organisation.

The Board noted the Strategic Portfolio Governance Committee Update.

**7.2 Annual Climate Emergency and Sustainability Report**

Carole Anderson advised that the report was a mandatory requirement in relation to a policy for NHS Scotland on the Climate Emergency and Sustainable Development – DL (2021)38 and the 2023/24 report had been submitted to Scottish Government in November 2024.

Carole Anderson provided an overview of the total carbon emissions for the organisation. It was noted that the building energy continued to increase due to the expanding footprint of the organisation.

The Board noted the data presented around medical gases, inhalers, fleet travel and waste and that better progress was being made since Fergal McCauley had taken up post as Sustainability Manager.

Callum Blackburn highlighted that the organisation was moving towards having a baseline understanding.

The Board discussed the importance of reflecting on the growing organisation and increased activity within the reporting.

The Board approved the Annual Climate Emergency and Sustainability Report.

**7.3 Public Bodies Climate Change Duties Report 2024**

Carole Anderson outlined the mandatory requirements of the report under the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 which took effect in November 2015 as secondary legislation made under the Climate Change (Scotland) Act 2009, and the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 which sets out additional requirements taking effect for reporting periods commencing on or after 1 April 2021.

Carole Anderson provided an overview of the seven parts to the report and NHS GJ’s involvement.

The Board approved the Public Bodies Climate Change Duties Report 2024.

**8 Corporate Governance**

**8.1 Strategic Risk Register**

Jonny Gamble presented the Strategic Risk Register for November 2024.

Jonny Gamble recognised the work on the risks undertaken by Joe Hands, Interim Head of Risk and Clinical Governance and across the wider organisation, resulting in a more accurate reflection on the risks of the organisation.

The Board noted further discussion on the risk appetite for the Board would take place at the Board Seminar in January 2025.

Jonny Gamble outlined any changes to risks since last reported including the addition of five new risks relating to Capital Infrastructure, Recruitment and Retention, Organisational Change, Staff Wellbeing and Absence and Health and Safety. Six risks had been closed as part of the review due to elements included in the new risks or mitigating actions being implemented. Detail of increased, reduced, escalated and emerging risks was provided.

The Board discussed the risk relating to CSPD infrastructure and Endoscopy Decontamination Unit and noted the expected completion of new equipment being in place in February 2025.

The Board discussed the risk around Cyber Security and noted the importance of reducing any potential impact should a Cyber-attack take place. The Board agreed that regular Communication was important to ensure ongoing staff awareness.

The Board approved the Strategic Risk Register.

**8.2 Blueprint for Good Governance Implementation Plan 2024/25 Update**

Carole Anderson provided an update on progress of the Blueprint for Good Governance Implementation Plan 2024/25.

The Board noted NHS GJ were now part of the West Dunbartonshire Community Planning Management Board and would review opportunities to deploy general endowments to support Anchor activity.

The Board skills mix would be reviewed during Quarter Four 2024/25 and all Non-Executive Directors were encouraged to complete the skills questionnaire.

Actions completed included Non-Executive Directors completion of Cultural Humility programme training, a mapping exercise of Executive Leadership Team national group attendance and a review of the organisational Key Performance Indicators (KPIs)

The Board noted the review of the Governance Committees and reporting structure and that all actions were expected to be completed by the next update in March 2025.

The Board approved the Blueprint for Good Governance Implementation Plan 2024/25 update.

**8.3 Revised Key Performance Indicators**

Carole Anderson presented the background and proposal of the Board Key Performance Indicators, which had been reviewed to align with actions within the Blueprint for Good Governance Improvement Plan and approved by the relevant Governance Committees.

Carole Anderson provided an overview of the changes made to the KPIs and advised that the new Board dashboard would be adopted from the March 2025 and would be accompanied by a new focussed performance report.

The Board approved the Revised Key Performance Indicators.

**8.4 Corporate Governance Report, Quarter Two**

Gordon James presented the Corporate Governance Report for quarter two which included updates on the development of the Board, Blueprint Implementation Plan and details of Directors Letters (DLs) or correspondence received from Scottish Government for noting.

Susan Douglas-Scott commended the report noting that it provided a useful look back over the previous Quarter.

The Board noted the Corporate Governance Report for Quarter Two.

**9 Minutes for Noting**

**9.1 Clinical Governance Committee Approved Minutes**

The Board noted the CGC approved minutes for the meeting held on 7 November 2024.

**9.2 Staff Governance and Person Centred Committee Approved Minutes**

The Board noted the SGPCC approved minutes for the meeting held on 19 November 2024.

**9.3 Finance and Performance Committee Approved Minutes**

The Board noted the FPC approved minutes for the meeting held on 19 November 2024.

**9.4 Strategic Portfolio Governance Committee Approved Minutes**

The Board noted the SPGCapproved minutes for the meeting held on 5 November 2024.

**9.5 Audit and Risk Committee Approved Minutes**

The Board noted the ARC approved minutes for the meeting held on 28 November 2024.

**10 Any Other Competent Business**

Anne Marie Cavanagh advised the Board that funding had been secured to provide inpatients with a gift on Christmas Day.

**11 Date and Time of Next Meeting**

The next meeting of NHS GJ Board had been scheduled for Thursday 27 March 2025 with a Board Seminar scheduled for Thursday 30 January 2025.