

NHS Greater Glasgow and Clyde	Paper No. 21/59
Meeting:	NHS Board
Meeting Date:	21 September 2021
Title:	Governance Committees – Annual Reports 2020/21
Sponsoring Director/Manager:	Ms Elaine Vanhegan, Head of Corporate Governance and Administration
Report Author:	Mrs Geraldine Mathew, Secretariat Manager

1. Purpose

The purpose of the attached paper is to:

As part of the Annual Review of Governance 2019, presented and approved by the NHSGGC Board at its meeting of 25th June 2019, the Board approved a recommendation that Board Governance Committees submit an Annual Report, to provide assurance to the Board of the activities undertaken by the Governance Committee throughout the financial year. The paper encloses the Annual Governance Committee Reports for the period 1 April 2020 to 31 March 2021.

2. Executive Summary

The paper can be summarised as follows:

Throughout 2020/21, NHSGGC has focused significant effort on the organisational response to the COVID-19 pandemic, and as such, it was necessary to review the running of governance committees during this period. Amended governance arrangements were in place during April 2020 to June 2020, and from January 2021 to March 2021. Subsequently, governance committees were temporarily suspended during these times. During the period April to June 2020, an Interim Board was established to ensure risks to effective operations management and good governance remained at an acceptable level. From the period January 2021 to March 2021, NHSGGC Board meetings continued to operate remotely to carry out this function.

3. Recommendations

The NHSGGC Board is asked to consider the following recommendations:

The NHSGGC Board is asked to approve the Annual Reports of the following Governance Committees for 2020/21, endorsed by the Audit and Risk Committee at its meeting of 14 September 2021:

- Audit and Risk Committee
- Finance, Planning and Performance Committee
- Clinical and Care Governance Committee
- Staff Governance Committee
- Acute Services Committee
- Population Health and Wellbeing Committee
- Area Clinical Forum

4. Response Required

This paper is presented for approval.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|-----------------|
| • Better Health | <u>Positive</u> |
| • Better Care | <u>Positive</u> |
| • Better Value | <u>Positive</u> |
| • Better Workplace | <u>Positive</u> |
| • Equality & Diversity | <u>Positive</u> |
| • Environment | <u>Positive</u> |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity: N/A

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

This paper was endorsed by the Audit and Risk Committee at its meeting of 14 September 2021.

8. Date Prepared & Issued

Date Prepared: 17 September 2021
Date Issued: 17 September 2021

NHS Greater Glasgow and Clyde	Paper No. 06a
Meeting:	Audit and Risk Committee
Meeting Date:	14th September 2021
Title:	Annual Report of Audit & Risk Governance Committee 2020/21
Sponsoring Director/Manager	Mr Mark White, Director of Finance
Report Authors	Mr Allan MacLeod, Chair, Margaret Kerr, Vice Chair, Audit & Risk Committee

GREATER GLASGOW AND CLYDE NHS BOARD

ANNUAL REPORT OF AUDIT & RISK GOVERNANCE COMMITTEE 2020/21

1. PURPOSE

In order to assist the Board in conducting a regular review of the effectiveness of the systems of internal control, Standing Orders require that this Standing Committee submits an annual report to the Board. This report is submitted in fulfilment of this requirement.

2. AUDIT & RISK GOVERNANCE COMMITTEE

2.1 Purpose of Committee

The purpose of the Audit & Risk Governance Committee is to provide the NHS Board with the assurance that –

- Business is conducted in accordance with the law and proper standards governing the NHS and its interface with partner organisations;
- Public money is safeguarded and properly accounted for;

BOARD OFFICIAL

- Financial Statements are prepared timeously, and give a true and fair view of the financial position of the Board for the period in question;
- Reasonable steps are taken to prevent and detect fraud and other irregularities; and
- The Board's overall governance framework, including risk management, which encompasses all areas within the organisation, is robust.

The Audit & Risk Committee will review the comprehensiveness, reliability and integrity of assurances provided to meet the requirements of the Board and Accountable Officer. In this context assurance is defined as an evaluated opinion, based on evidence gained from review, on the organisation's governance, risk management and internal control framework.

2.2 Composition

During the financial year ended 31 March 2021 membership of **Audit & Risk Governance Committee** comprised:

Chairperson – Allan MacLeod

MEMBERSHIP

Margaret Kerr – Non Executive (Vice Chair)

Jim Clocherty – Non Executive

Jacqueline Forbes – Non Executive

Jonathan McColl - Non Executive

Ketki Miles – Non Executive

Charles Vincent – Non Executive

John Brown – Chairman

Jane Grant – Chief Executive

Mark White – Director of Finance

IN ATTENDANCE

Lesley Aird – Assistant Director of Finance

Peter Ramsay – Assistant Director of Finance

Michael Gillman – Financial Governance Manager

Michael Sheils – Head of Financial Services

Chris Deighan – Deputy Medical Director

William Edwards – Director of eHealth

Fiona MacKay – Associate Director of Planning

Janet Richardson – Head of Financial Governance

Elaine Vanhegan – Head of Administration & Corporate Governance

Graeme Forrester – Deputy Head of Board Administration

Zack Barlow - Secretariat

John Cornett – Audit Scotland

Leigh Johnston – Audit Scotland

Liz Maconachie – Audit Scotland

Louisa Yule – Audit Scotland

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Chris Brown – Azets

Paul Kelly - Azets

Rachael Weir – Azets

Martin Gill – BDO

Fiona Aitken – Royal College of Physicians Edinburgh

Michael Deighan – Royal College of Physicians Edinburgh

2.3 Meetings

The Committee met on four occasions during the period from 1 April 2020 to 31 March 2021 on the undernoted dates:

- 8th September 2020
- 22nd September 2020
- 15th December 2020
- 16th March 2021

The attendance schedule is attached at Appendix 1.

All meetings of the Audit & Risk Governance Committee were quorate.

2.4 Business

The Committee considered both routine and specific work areas during the financial year 2020/2021. Areas considered included:

- Internal Audit Reports
- External Audit Reports
- Fraud Reports
- Audit Scotland Reports
- Corporate Risk Register
- Endowment Funds Accounts
- Annual Report and Accounts
- Bad Debt Write Off
- Review of System of Internal Control 2019/20
- Information Governance Annual Report
- Standing Governance Committee Annual Reports
- Business Continuity Planning
- Covid-19 Guidance
- IT Cyber Security
- Audit & Risk Work Plan
- Terms of Reference

Full details of the business items considered are attached at Appendix 2.

Minutes of the meetings of the Committee have been timeously submitted to the Board for its information.

3. OUTCOMES

Through the financial year the Committee were presented with various reports and these can be summarised as follows:-

3.1 Review of System of Internal Control 2019 - 20

The Committee was asked to approve the report on the Review of System of Internal Control 2019 - 20. The review would enable the completion of the Governance Statement contained in the Annual Report. The review highlighted significant opportunities for improving controls in relation to Service Redesign, Operational Planning, Medicines Reconciliation, Sickness Absence Follow Up and It Security.

The Committee agreed to approve the recommendation for the Director of Finance and the Accountable Officer to sign the Governance Statement and the relevant parts of the Financial Statement for submission to the Scottish Government.

3.2 Annual Review of Governance

The Committee was asked to endorse the following combined governance framework: Code of Conduct for members of NHSGGC, the NHS Board Standing Orders including Decisions reserved for the NHS Board, the Standing Financial Instructions, Scheme of Delegation, and the Standing Committees Terms of Reference.

The Committee noted the work undertaken to review the governance framework across NHS Greater Glasgow and Clyde to ensure an annual update; noted that further alteration may be required as part of the work underway to develop the Board's approach to Active Governance and defining an Assurance Framework, and to develop an Information Assurance System; and endorsed the key elements of the governance framework for onward approval by the NHSGGC Board.

3.3 Endowment Funds Auditors Report

The Committee considered the paper "Endowments Funds Auditors Report 2019/20" presented by Mr Martin Gill, BDO. The report provided a summary of the results of completing the planned audit approach for the year end 31 March 2020, specific audit findings and areas requiring further discussion.

Mr Gill asked the Committee to confirm any awareness of fraud on the endowment funds. Members confirmed no instances of fraud had been reported.

No significant issues had been identified over the recognition of income, testing of investments or during the testing of related party transactions.

The Committee highlighted that increased assurance was required regarding the Audit Plan and it was agreed that the draft plan would be presented to the Board of Trustees Endowments Management Committee in future, for approval.

3.4 Endowment Funds Accounts

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The Committee were presented with the BDO report on Endowment Fund Accounts from Mr Gill. Mr Gill provided the Committee with an overview of the balance sheet, the statement of cash flows including donation legacies, corporate donations, net expenditure, net losses, income and investments. The Committee were advised that subject to successful resolution of outstanding matters, it was anticipated that an unmodified audit opinion on the financial statements for the year ended 31st March 2020 would be issued.

The Committee were content to note the Endowments Funds Annual Accounts report presented by BDO for the financial year ended 31st March 2020, and were content to recommend that the accounts were adopted by the Board of Trustees of the Endowments Fund.

3.5 Business Continuity Planning and Resilience Testing

The Committee received an update regarding Business Continuity Planning and Resilience Testing. It was advised that the intended formal testing of the plan had not been fully undertaken however due to the effects of and response to Covid-19, the plan had been extensively tested. Feedback was provided within the report from an exercise that took place in early March 2020 which highlighted the need to develop trigger points including the re-instatement and procedures for recovery of equipment and facilities.

The Committee were content to note the update, recognising the testing the pandemic has had on the plans and were assured by the information provided.

3.6 Information Governance

The Committee had received an update from Mr William Edwards, Director of eHealth on Information Governance. It was noted that in February 2020, all territorial Boards were to be subjected to a NIS Audit. Each Board undertook a NIS assessment and were then asked to submit evidence by 4th September 2020 to outline progress to the questions presented within the audit. No on-site audit would be undertaken due to the restrictions of Covid-19. Mr Edwards advised that he had received preliminary feedback relating to the NIS Audit which highlighted recommendations. Mr Edwards advised that NHSGGC was reported as being significantly ahead of other territorial Boards in Scotland with regards to the NIS Audit position and that there were no critical areas highlighted within the audit and the overall audit report was assessed as “Yellow” status. He stressed that actions would still be required to be undertaken but that the focus in previous years on the physical and environmental security controls had contributed towards the “Yellow” risk rating. The Committee noted the update and looked forward to reviewing the final report expected in June 2021.

4. CONCLUSION

STATEMENT OF ASSURANCE

As Chair of the Audit & Risk Governance Committee during financial year 2020/2021, I am satisfied that the integrated approach, the frequency of

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meetings, the breadth of the business undertaken, and the range of attendees at meetings of the Committee has allowed the Committee to fulfil its remit as detailed in Standing Orders. As a result of the work undertaken during the year I can confirm that adequate and effective Audit & Risk Governance arrangements were in place across NHSGGC during the year.

I would again pay tribute to the dedication and commitment of fellow members of the Committee and to all attendees. This past year has seen many changes to the Audit & Risk Governance Committee and how it has had to reflect the impact of Covid 19. I would thank all those members of staff who have prepared reports and attended meetings of the Committee and for their excellent support of the Committee.

Allan MacLeod

Chairperson

On behalf of AUDIT & RISK GOVERNANCE COMMITTEE

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APPENDIX 1

AUDIT & RISK GOVERNANCE COMMITTEE ATTENDANCE RECORD – 2020/21

PRESENT

NAME	POSITION	ORGANISATION	8 Sept 2020	22 Sept 2020	15 Dec 2020	16 Mar 2021
Allan MacLeod	Non-Executive	NHSGGC	P	P	P	P
Margaret Kerr	Non-Executive	NHSGGC	P	P	P	P
Jim Clocherty	Non-Executive	NHSGGC	A	P	P	P
Jacqueline Forbes	Non-Executive	NHSGGC	P	P	P	P
Ketki Miles	Non-Executive	NHSGGC	P	P	P	P
Jonathan McColl	Non-Executive	NHSGGC	P	AA	P	AA
Charles Vincent	Non-Executive	NHSGGC	P	P	P	P
John Brown	Chairman	NHSGGC	AA	P	P	P
Jane Grant	Chief Executive	NHSGGC	P	P	P	P
Mark White	Director of Finance	NHSGGC	P	P	P	P

IN ATTENDANCE

NAME	POSITION	ORGANISATION	8 Sept 2020	22 Sept 2020	15 Dec 2020	16 Mar 2021
Lesley Aird	Assistant Director of Finance	NHSGGC	-	-	-	P
Peter Ramsay	Assistant Director of Finance	NHSGGC	P	P	-	-

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Michael Sheils	Head of Financial Services	NHSGGS	-	P	-	-
Chris Deighan	Deputy Medical Director	NHSGGC	P	-	-	-
William Edwards	Director of eHealth	NHSGGC	-	-	P	P
Fiona MacKay	Associate Director of Planning	NHSGGC	P	-	-	-
Janet Richardson	Head of Financial Governance	NHSGGC	P	-	-	-
Elaine Vanhegan	Head of Administration & Corporate Governance	NHSGGC	P	P	P	-
Graeme Forrester	Deputy Head of Board Administration	NHSGGC	P	-	P	P
Zack Barlow	Secretariat	NHSGGC	P	P	P	P
John Cornett	Audit Director	Audit Scotland	-	P	P	P
Leigh Johnston	Senior Audit Manager	Audit Scotland	-	-	-	P
Liz Maconachie	Senior Audit Manager	Audit Scotland	P	P	P	AA
Louisa Yule	Senior Audit Manager	Audit Scotland	P	P	P	P
Chris Brown	Audit Partner	Azets	P	P	P	P
Rachael Weir	Assistant Manager	Azets	P	-	P	P
Paul Kelly	Audit Director	Azets	-	-	P	-

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Martin Gill	Audit Partner	BDO	-	P	-	-
Fiona Aitken	External Relations & Quality Governance Assistant	Royal College of Physicians Edinburgh	-	-	-	P
Michael Deighan	Director of the Quality Governance Collaborative	Royal College of Physicians Edinburgh	-	-	-	P

Key

- P – Present
- A – Absent – no apologies received
- AA – Absent – apologies received
- Attendance not required

**AUDIT & RISK GOVERNANCE COMMITTEE
SCHEDULE OF BUSINESS CONSIDERED 2020/21**

DATE OF MEETING	BUSINESS DISCUSSED
<p>8th September 2020</p>	<p>Minutes of Meeting held on 17th March 2020</p> <p>Rolling Action List</p> <p>Standing Items:</p> <ul style="list-style-type: none"> • Azets Internal Audit Reports • Audit Scotland External Audit Reports • Fraud Report <p>New Items:</p> <ul style="list-style-type: none"> • Annual Accounts – Significant Issues Letter • Information Governance Annual Report • Audit & Risk Draft Work Plan • Business Continuity Planning Update • Terms of Reference <p>Items for Information:</p> <ul style="list-style-type: none"> • Minutes of Risk Management Steering Group – 18th August 2020 • Minutes of Information Governance Steering Group – 19th August 2020
<p>22nd September 2020</p>	<p>Minutes of Meeting held on 8th September 2020</p> <p>Rolling Action List</p> <p>Standing Items:</p> <ul style="list-style-type: none"> • Audit Scotland External Audit Reports <p>New Items:</p> <ul style="list-style-type: none"> • Annual Review of Corporate Governance • Standing Governance Committee Annual Reports • Endowments Funds Accounts • Annual Report and Accounts • Corporate Risk Register • Covid-19 Guidance for Audit and Risk Committees
<p>15th December 2020</p>	<p>Minutes of Meeting held on 22nd September 2020</p> <p>Rolling Action List</p> <p>Standing Items:</p> <ul style="list-style-type: none"> • Azets Internal Audit Reports • Audit Scotland External Audit Reports

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DATE OF MEETING	BUSINESS DISCUSSED
	<ul style="list-style-type: none"> • Fraud Report <p>New Items:</p> <ul style="list-style-type: none"> • Corporate Risk Register Update/Risk Management Strategy/Policy. • Audit & Risk Draft Work Plan <p>Items for Information:</p> <ul style="list-style-type: none"> • Minutes of Risk Management Steering Group – 1st December 2020 • Minutes of Information Governance Steering Group – 25th November 2020 • 2021 Meeting Dates
<p>16th March 2021</p>	<p>Minutes of Meeting held on 15th December 2020</p> <p>Rolling Action List</p> <p>Standing Items:</p> <ul style="list-style-type: none"> • Azets Internal Audit Reports • Audit Scotland External Audit Reports • Fraud Report <p>New Items:</p> <ul style="list-style-type: none"> • Information Governance Update • Audit & Risk Draft Work Plan • Bad Debt Write Off

NHS Greater Glasgow and Clyde	Paper No. 06b
Meeting:	Audit and Risk Committee
Meeting Date:	14th September 2021
Title:	Annual Report of Finance, Planning and Performance Governance Committee 2020/21
Sponsoring Director/Manager	Mr Mark White, Director of Finance
Report Author:	Mr Simon Carr, Chair of Finance, Planning and Performance Committee

GREATER GLASGOW AND CLYDE NHS BOARD

ANNUAL REPORT OF FINANCE, PLANNING AND PERFORMANCE GOVERNANCE COMMITTEE 2020/21

1. INTRODUCTION

The year 2020/21 was like no other as a result of the unprecedented COVID-19 situation. This saw agreed interim Board arrangements put in place, meaning the usual Committee schedule was scaled back to reduced meetings, to cover critical and essential issues only.

2. PURPOSE

In order to assist the Board in conducting a regular review of the effectiveness of the systems of internal control, Standing Orders require that this Standing Committee submits an annual report to the Board. This report is submitted in fulfilment of this requirement.

3. FINANCE, PLANNING AND PERFORMANCE GOVERNANCE COMMITTEE

3.1 Purpose of Committee

BOARD OFFICIAL

The purpose of the Finance, Planning and Performance Governance Committee is to provide the NHS Board with the assurance across the healthcare system regarding finance and performance, ensure alignment across whole system planning and commissioning, and to discharge the delegated responsibility from the NHS Board in respect of asset management.

3.2 Composition

During the financial year ended 31 March 2021 membership of the Finance, Planning and Performance Governance Committee comprised:

Chairperson – Mr Simon Carr

MEMBERSHIP

Dr Jennifer Armstrong
Ms Susan Brimelow, OBE
Prof John Brown, CBE
Mr Alan Cowan
Mrs Jane Grant
Ms Jacqueline Forbes
Dr Margaret McGuire
Mr Allan MacLeod
Mr John Matthews, OBE (Vice Chair)
Ms Anne Marie Monaghan
Mr Ian Ritchie
Prof Dame Anna Dominiczak
Ms Dorothy McErlean
Cllr Sheila Mechan
Mr Mark White

IN ATTENDANCE

Mr Jonathan Best – Chief Operating Officer
Ms Sandra Bustillo – Director of Communications and Public Engagement
Mr Graeme Forrester – Deputy Head of Corporate Governance and Administration
Ms Liz Maconachie – Audit Manager, Audit Scotland
Mrs Anne MacPherson – Director of Human Resources and Organisational Development
Ms Susanne Millar – Interim Chief Officer, Glasgow City HSCP
Mr Tom Steele – Director of Estates and Facilities

3.3 Meetings

The Committee met on five occasions during the period from 1 April 2020 to 31 March 2021 on the undernoted dates:

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- 11th August 2020
- 15th September 2020
- 13th October 2020
- 8th December 2020
- 30th March 2021

The attendance schedule is attached at Appendix 1.

All meetings of the Finance, Planning and Performance Governance Committee were quorate.

3.4 Business

The Committee considered both routine and specific work areas during the financial year 2020/2021. Areas considered included:

- Setting Expectations
- Finance
- COVID-19
- Performance
- Unscheduled Care Commissioning Plan
- GP Out of Hours
- West Region Property Asset Management Strategy
- Ward 2a
- IJB Accountabilities and Pace of Integration
- Escalation
- Site Rationalisation
- Extract from Corporate Risk Register
- Urgent Care Redesign
- Winter Plan
- QEUH/RHC Update

Full details of the business items considered are attached at Appendix 2.

Minutes of the meetings of the Committee have been timeously submitted to the Board for its information.

4. OUTCOMES

Through the financial year the Committee were presented with various items and these can be summarised as follows:-

4.1 Setting Expectations

A discussion session took place with members regarding a number of key areas including:

- What were members expectations of the Chair?

BOARD OFFICIAL

- What were members expectations of the Committee?
- What were Executive members expectations from Non-Executive members?
- What were Non-Executive members expectations of Executive members?

The questions generated discussion which had been useful in identifying key issues in relation to integration and the barriers to increasing the pace of integration.

4.2 COVID-19 Spend

The Committee considered the paper “COVID-19 Spend April to June 2020, presented by the Director of Finance. The paper described the next submission of COVID-19 costs required to be submitted to the Scottish Government in August 2020, and included an overview of the main areas of costs including PPE, additional equipment, additional temporary staff and staff overtime, annual leave accrual and unachieved savings. All these costs were fully funded.

The Committee were content to note the nature and extent of additional COVID-19 expenditure, and were assured by the information provided, that the organisation continued to respond to the COVID-19 pandemic as well as address the financial implications associated with this.

4.3 GP Out of Hours Update

The Committee received an update on the GP Out of Hours Service Next Steps, presented by the Interim Director of GP Out of Hours Service. The report provided an overview of progress to ensure a sustainable service in line with the agreed business continuity model and noted the recent improvements in performance. The Committee were assured of the information provided that significant improvements and progress had been made.

4.4 West of Scotland Property Asset Management Strategy 2018 – 2028

The Committee considered the paper “West Regional Property Asset Management Strategy 2018 – 2028” presented by the Director of Estates and Facilities. The paper represented the first iteration of the Regional Property Asset Management Strategy (PAMS), to collate and describe the capital investment requirements across NHS Scotland, West Region.

4.5 Ward 2a Update

The Committee considered the paper “Ward 2a RHC Update” presented by the Director of Estates and Facilities. The report provided a detailed overview of the ongoing programme of works and provided a high level of assurance. The Committee noted the anticipated revised project budget and specification, approved the revised programme plan due to the impact of the COVID-19 outbreak, and noted the ongoing threat of the COVID-19 pandemic which posed an active threat to programme delivery.

5. CONCLUSION

STATEMENT OF ASSURANCE

As Chair of the Finance, Planning and Performance Governance Committee during financial year 2020/2021, I am satisfied that the integrated approach, the frequency of meetings, the breadth of the business undertaken, and the range of attendees at meetings of the Committee has allowed us to fulfil our remit as detailed in Standing Orders. As a result of the work undertaken during the year I can confirm that adequate and effective Finance, Planning and Performance Governance arrangements were in place across NHS Greater Glasgow and Clyde during the year.

I would again pay tribute to the dedication and commitment of fellow members of the Committee and to all attendees. This past year has seen many changes to the Finance, Planning and Performance Governance Committee. I would thank all those members of staff who have prepared reports and attended meetings of the Committee and NHS GGC for their excellent support of the Committee.

Mr Simon Carr

Chairperson

**On behalf of FINANCE, PLANNING AND PERFORMANCE GOVERNANCE
COMMITTEE**

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APPENDIX 1

FINANCE, PLANNING AND PERFORMANCE GOVERNANCE COMMITTEE ATTENDANCE RECORD – 2020/21

PRESENT

NAME	POSITION	ORGANISATION	11/08/20	15/09/20	13/10/20	08/12/20	30/03/21
Mr Simon Carr	Non-Executive Board Member	NHSGGC	P	P	P	P	P
Dr Jennifer Armstrong	Medical Director	NHSGGC	P	-	P	P	-
Ms Susan Brimelow, OBE	Non-Executive Board Member	NHSGGC	P	P	P	P	P
Prof John Brown, CBE	NHSGGC Board Chair	NHSGGC	P	P	P	P	AA
Mr Alan Cowan	Non- Executive Board Member	NHSGGC	AA	P	P	P	P
Prof Dame Anna Dominiczak	Non-Executive Board Member	NHSGGC	AA	AA	AA	AA	AA
Ms Jacqueline Forbes	Non-Executive Board Member	NHSGGC	P	P	P	P	P
Mrs Jane Grant	Chief Executive	NHSGGC	P	P	P	P	P
Mr Allan MacLeod	Non-Executive Board Member	NHSGGC	P	P	P	P	P
Mr John Matthews, OBE	Non-Executive Board Member	NHSGGC	P	P	P	P	P
Ms Dorothy McErlean	Non-Executive Board Member	NHSGGC	P	P	P	P	P
Cllr Sheila Mechan	Non-Executive Board Member	NHSGGC	A	AA	P	P	A
Ms Anne Marie Monaghan	Non-Executive Board Member	NHSGGC	AA	P	P	P	AA
Mr Ian Ritchie	Non-Executive Board Member	NHSGGC	P	P	P	P	P
Mr Mark White	Director of Finance	NHSGGC	P	P	P	P	P

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IN ATTENDANCE

NAME	POSITION	ORGANISATION	11/08/20	15/09/20	13/10/20	08/12/20	30/03/21
Mr Jonathan Best	Chief Operating Officer	NHSGGC	P	-	P	P	P
Ms Sandra Bustillo	Director of Communications and Public Engagement	NHSGGC	P	-	P	P	-
Ms Jacqueline Carrigan	Interim Assistant Director of Finance	NHSGGC	-	-	P	-	-
Mr Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services	Glasgow City HSCP	-	-	P	-	-
Mr Graeme Forrester	Deputy Head of Corporate Governance and Administration	NHSGGC	P	P	P	P	-
Ms Liz Maconachie	Audit Manager	Audit Scotland	P	P	AA	AA	-
Mrs Anne MacPherson	Director of Human Resources and Organisational Development	NHSGGC	P	-	P	AA	AA
Ms Susan Manion	Interim Director of GP Out of Hours	NHSGGC	-	-	-	P	-
Dr Margaret McGuire	Nurse Director	NHSGGC	-	-	-	P	AA
Ms Fiona McEwan	Assistant Director of Finance, Planning and Performance	NHSGGC	-	-	-	-	P
Ms Susanne Millar	Interim Chief Officer	Glasgow City HSCP	P	-	AA	P	-
Mr Tom Steele	Director of Estates and Facilities	NHSGGC	P	P	P	P	-
Ms Elaine Vanhegan	Head of Corporate Governance and Administration	NHSGGC	-	P	AA	P	P

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Key

- P – Present
- A – Absent – no apologies received
- AA – Absent – apologies received
- Attendance not required

**FINANCE, PLANNING AND PERFORMANCE GOVERNANCE COMMITTEE
SCHEDULE OF BUSINESS CONSIDERED 2020/21**

DATE OF MEETING	TITLE OF BUSINESS DISCUSSED
11 th August 2020	<ul style="list-style-type: none"> • Welcome and Apologies • Introductory Remarks • Declarations of Interest • Minutes of previous meeting held 3rd December 2019 • Matters Arising and Rolling Action List • Urgent Items of Business • Setting Expectations • Review of Terms of Reference • Finance Update – Month 3 • COVID-19 Spend April to June 2020 • Performance Report • Unscheduled Care Commissioning Plan Update • GP Out of Hours Update – Next Steps • West Regional Property Asset Management Strategy 2018 to 2028 • Closing Remarks and Key Messages for the Board
15 th September 2020 *Additional meeting*	<ul style="list-style-type: none"> • Welcome and Apologies • Introductory Remarks • Declarations of Interest • Ward 2a Update • Closing Remarks and Key Messages for the Board
13 th October 2020	<ul style="list-style-type: none"> • Welcome and Apologies • Introductory Remarks • Declarations of Interest • Minutes of Previous Meeting held 11th August 2020 • Minutes of Previous Meeting held 15th September 2020 • Matters Arising and Rolling Action List • Urgent Items of Business • Finance Update Month 5 • Performance Update • IJB Accountabilities and Pace of Integration • GP Out of Hours Update • Unscheduled Care Update • Escalation Update • Site Rationalisation Update • Extract from Corporate Risk Register • Closing Remarks and Key Messages for the Board

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DATE OF MEETING	TITLE OF BUSINESS DISCUSSED
8 th December 2020	<ul style="list-style-type: none"> • Welcome and Apologies • Introductory Remarks • Declarations of Interest • Minutes of Previous meeting held 13th October 2020 • Matters Arising and Rolling Action List • Urgent Items of Business • Finance Update • COVID-19 Update • Urgent Care Redesign Update • GP Out of Hours Update • NHSGGC Winter Plan 2020/21 • Queen Elizabeth University Hospital (QEUH) and Royal Hospital for Children (RHC) Update • Extract from the Corporate Risk Register • Closing Remarks and Key Messages for the Board • Schedule of Committee Meetings 2021/22
30 th March 2021 *Additional meeting*	<ul style="list-style-type: none"> • Welcome and Apologies • Finance Report

NHS Greater Glasgow and Clyde	Paper No. 06c
Meeting:	Audit and Risk Committee
Meeting Date:	14th September 2021
Title:	Annual Report of Clinical & Care Governance Committee 2020/21
Sponsoring Director/Manager	Dr Jennifer Armstrong, Medical Director Dr Margaret McGuire, Nurse Director
Report Author:	Ms Susan Brimelow, OBE

GREATER GLASGOW AND CLYDE NHS BOARD

ANNUAL REPORT OF CLINICAL & CARE GOVERNANCE COMMITTEE 2020/21

1. INTRODUCTION

The year 2020/21 was like no other as a result of the unprecedented COVID-19 situation. This saw agreed interim Board arrangements put in place, meaning the usual Committee schedule was scaled back to reduced meetings, to cover critical and essential issues only.

2. PURPOSE

In order to assist the Board in conducting a regular review of the effectiveness of the systems of internal control, Standing Orders require that this Standing Committee submits an annual report to the Board. This report is submitted in fulfilment of this requirement.

3. GOVERNANCE COMMITTEE

3.1 Purpose of Committee

BOARD OFFICIAL

The purpose of the Clinical & Care Governance Committee is to provide the NHS Board with the assurance that –

- Oversight of the development and implementation of the NHS Board's Clinical Governance Strategy and Quality Strategy;
- Ensuring clinical and care governance arrangements are effective in improving and monitoring the safety and quality of clinical care;
- Ensure oversight of person centred care and feedback reflecting learning;
- That NHS GGC fulfils its statutory obligations relating the Board's Duty of Quality – including Duty of Candour;
- Provide scrutiny in respect of clinical services proposals, to ensure that they are consistent with the continued provision of safe and effective care;
- That the implications of the Safe Staffing legislation, as identified through the Staff Governance Committee, are considered, and any impact on clinical care escalated;
- Appropriate governance in respect of risks, as allocated to the CCGC by the Audit Committee relating to *clinical care and safety* reviewing risk identification, assessment and mitigation in line with the NHS Board's risk appetite and agreeing appropriate escalation.
- Promotion of clinical leadership and staff engagement in the improvement and monitoring of the quality of clinical care.

3.2 Composition

During the financial year ended 31 March 2021 membership of Clinical and Care Governance Committee comprised:

Chairperson – Ms Susan Brimelow, OBE

MEMBERSHIP

Ms Amina Khan
Mr Ian Ritchie (Vice Chair)
Ms Paula Speirs
Cllr Caroline Bamforth
Prof Dame Anna Dominiczak
Ms Audrey Thompson
Dr Jennifer Armstrong
Dr Margaret McGuire
Prof John Brown
Ms Jane Grant

IN ATTENDANCE

Ms Fiona Aitken – External Relations and Quality Governance Assistant,
Royal College of Physicians of Edinburgh

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Mr Jonathan Best – Chief Operating Officer
Ms Sandra Blades – Lead Nurse for Professional Governance & Regulation
Prof Julie Brittenden – Medical Director, Research and Development
Ms Gail Caldwell – Interim Lead for Clinical Governance
Mr Andy Crawford – Head of Clinical Governance
Prof Michael Deighan – Director of the Quality Governance Collaborative
Royal College of Physicians of Edinburgh
Dr Scott Davidson – Deputy Medical Director
Ms Sandra Devine – Acting Infection Prevention and Control Manager
Dr Mark Devlin – Clinical Director INS & Spinal
Dr Brian Digby – Consultant, Anaesthesia and Intensive Care Medicine
Dr Lindsay Donaldson – Director of Medical Education
Ms Marie Farrell – Director Clyde Sector
Ms Judith Godden – Scientific Officer for Research Ethics
Ms Jennifer Haynes – Corporate Services Manager – Governance
Ms Donna Hunter – Chief Nurse and Head of Services, Public Protection
Dr Alistair Leanord – Consultant Microbiologist
Ms Amanda Mackintosh – Deputy Head of Clinical Governance
Ms Elaine Vanhegan – Head of Corporate Governance and Administration
Prof Angela Wallace – Interim Executive Director, Infection Prevention and Control

3.3 Meetings

The Committee met on three occasions during the period from 1 April 2020 to 31 March 2021 on the undernoted dates:

- 17th August 2020
- 15th October 2020
- 1st December 2020

The attendance schedule is attached at Appendix 1.
All meetings of the Clinical and Care Governance Committee were quorate.

3.4 Business

The Committee considered both routine and specific work areas during the financial year 2020/2021. Areas considered included:

- Overview Update from Executive Leads
- Clinical Governance and Healthcare Quality Report
- Clinical and Care Governance Annual Report (including Duty of Candour)
- Interventional Neuroradiology Update
- Prison Incidents Update
- Achievement of Scottish Government Targets for Reduction in Healthcare Associated Infection
- Research and Development including Ethics
- Patient Experience Report

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- Extract from Corporate Risk Register
- Inspection of Intermediate Assessment Unit at Queen Elizabeth University Hospital
- Health and Care (Staffing) (Scotland) Act 2019 Update
- Public Protection Update
- Clinical Governance and Healthcare Quality Report
- Infection Prevention and Control Management COVID-19

Full details of the business items considered are attached at Appendix 2.

Minutes of the meetings of the Committee have been timeously submitted to the Board for its information.

4. OUTCOMES

Through the financial year the Committee were presented with various items and these can be summarised as follows:-

4.1 Clinical and Care Governance Annual Report

The Committee considered the Clinical and Care Governance Annual Report presented by the Head of Clinical Governance. The Annual Report described the maintenance of the Board's clinical governance arrangements, and included a range of examples to illustrate the progress made in improving person centred, effective and safe care. The report covered a number of areas including key achievements and improvements made; clinical governance arrangements; patient safety and clinical risk management; and the person centred care health and care program. The report also provided a number of key reports on activities undertaken in respect of quality improvement and corporate assurance. These included:

- Revised arrangements for Clinical Effectiveness;
- Support to Quality improvement Programs including Deteriorating Patient; and Frailty at the Front Door; Maternity, Neonates and Paediatrics Quality Improvement Program; Best Start; and Mental Health;
- Quality Improvement Capability
- Framework for Addressing Clinical Guidelines
- Framework for Clinical Quality Publications
- Clinical Informatics
- Clinical Governance Reviews
- Datix

The Clinical and Care Governance Committee were assured by the information provided and were content to approve the Annual Report, for onward submission to NHS GGC Board, and noted that the Report would be made publically available via the NHS GGC website.

4.2 Duty of Candour Report

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The Committee considered the Duty of Candour Report, presented by the Head of Clinical Governance. The Report was a legal requirement which followed the nationally agreed template and provided assurance that NHS GGC has followed the Duty of Candour policy and procedures. The Clinical and Care Governance Committee were assured by the information provided and were content to approve the Report, which would be embedded within the Clinical and Care Governance Annual Report, and submitted to the NHS GGC Board and published on the NHS GGC website.

4.3 Interventional Neuroradiology Update

The Committee received an update on the Interventional Neuroradiology Service and progress made in respect of the review undertaken. The Committee were assured by the information provided and of the ongoing plans to recruit additional staff.

4.4 Prison Incidents Update

The Committee received an update on progress of the review of events and procedures. The Committee were assured that robust measures were in place within Prison Healthcare and that significant work was underway with Health and Prison staff to ensure action and improvement plans were in place.

4.5 Achievement of Scottish Government Targets for Healthcare Associated Infection

The Committee considered a paper which detailed the Achievement of Scottish Government Targets for Reduction in Healthcare Associated Infections, presented by the Executive Director of Infection Prevention and Control. The Committee were content to note the report and were assured that there was no evidence of significant risk and were assured by the ongoing work on invasive procedures to reduce Staphylococcus aureus bacteremia (SABs).

4.6 Research and Development including Ethics

The Committee considered a paper on Research and Development, presented by the Director of Research and Development, and the Scientific Officer for Research Ethics. The Committee were content to note the governance, approvals and regulations under which clinical trials operate within NHSGGC and noted the impact of the COVID-19 pandemic on clinical trial set up and delivery. The Committee also noted the establishment of the Ethical Advice Group.

5. CONCLUSION

STATEMENT OF ASSURANCE

As Chair of the Clinical and Care Governance Committee during financial year 2020/2021, I am satisfied that the integrated approach, the frequency of meetings, the breadth of the business undertaken, and the range of attendees

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at meetings of the Committee has allowed us to fulfil our remit as detailed in Standing Orders. As a result of the work undertaken during the year I can confirm that adequate and effective Clinical and Care Governance arrangements were in place across NHS GGC during the year.

I would again pay tribute to the dedication and commitment of fellow members of the Committee and to all attendees. This past year has seen many changes to the Clinical and Care Governance Committee. I would thank all those members of staff who have prepared reports and attended meetings of the Committee and NHS GGC for their excellent support of the Committee.

Ms Susan Brimelow, OBE

Chairperson

On behalf of CLINICAL AND CARE GOVERNANCE COMMITTEE

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APPENDIX 1

CLINICAL & CARE GOVERNANCE COMMITTEE ATTENDANCE RECORD – 2020/21

PRESENT

NAME	POSITION	ORGANISATION	17.08.20	15.10.20	01.12.20
Ms Susan Brimelow OBE	Non-Executive Board Member	NHSGGC	P	P	P
Dr Jennifer Armstrong	Medical Director	NHSGGC	P	P	P
Cllr Caroline Bamforth	Non-Executive Board Member	NHSGGC	P	P	P
Prof John Brown CBE	NHSGGC Board Chair	NHSGGC	P	P	P
Prof Dame Anna Dominiczak	Non-Executive Board Member	NHSGGC	AA	AA	AA
Ms Jane Grant	Chief Executive	NHSGGC	P	P	P
Ms Amina Khan	Non-Executive Board Member	NHSGGC	P	P	P
Dr Margaret McGuire	Nurse Director	NHSGGC	P	P	P
Mr Ian Ritchie	Non-Executive Board Member	NHSGGC	P	P	P
Ms Paula Speirs	Non-Executive Board Member	NHSGGC	P	AA	P
Ms Audrey Thompson	Non-Executive Board Member	NHSGGC	AA	P	P

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IN ATTENDANCE

NAME	POSITION	ORGANISATION	17.08.20	15.10.20	01.12.20
Ms Fiona Aitken	External Relations & Quality Governance Assistant	Royal College of Physicians of Edinburgh	-	P	-
Mr Jonathan Best	Chief Operating Officer	NHSGGC	-	P	-
Ms Sandra Blades	Lead Nurse for Professional Governance & Regulation	NHSGGC	-	P	-
Prof Julie Brittenden	Medical Director, Research & Development	NHSGGC	P	-	-
Ms Gail Caldwell	Interim Lead for Clinical Governance	NHSGGC	-	-	P
Mr Andy Crawford	Head of Clinical Governance	NHSGGC	P	P	-
Dr Scott Davidson	Deputy Medical Director	NHSGGC	P	-	P
Prof Michael Deighan	Director of the Quality Governance Collaborative	Royal College of Physicians of Edinburgh	-	P	-
Dr Mark Devlin	Clinical Director INS & Spinal	NHSGGC	P	-	-
Ms Sandra Devine	Acting Infection Prevention and Control Manager	NHSGGC	P	-	P

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Dr Brian Digby	Consultant, Anaesthesia and Intensive Care Medicine	NHSGGC	-	P	-
Dr Lindsay Donaldson	Director of Medical Education	NHSGGC	-	P	-
Ms Marie Farrell	Director South Sector	NHSGGC	-	P	-
Ms Judith Godden	Scientific Officer for Research Ethics	NHSGGC	P	-	-
Ms Jennifer Haynes	Corporate Services Manager – Governance	NHSGGC	-	-	P
Ms Donna Hunter	Chief Nurse and Head of Service, Public Protection	NHSGGC	-	P	-
Dr Alistair Leanord	Consultant Microbiologist	NHSGGC	-	-	P
Ms Amanda Mackintosh	Deputy Head of Clinical Governance	NHSGGC	P	P	P
Ms Elaine Vanhegan	Head of Corporate Governance and Administration	NHSGGC	AA	AA	P
Prof Angela Wallace	Interim Executive Director for Infection Prevention and Control	NHSGGC	P	-	-

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Key

- P – Present
- A – Absent – no apologies received
- AA – Absent – apologies received
- Attendance not required

**CLINICAL AND CARE GOVERNANCE COMMITTEE
SCHEDULE OF BUSINESS CONSIDERED 2020/21**

DATE OF MEETING	TITLE OF BUSINESS DISCUSSED
17 th August 2020	<ul style="list-style-type: none"> • Apologies and Opening Remarks • Declarations of Interest • Minutes of Meeting held on 3rd March 2020 • Matters Arising and Rolling Action List • Overview Update from Executive Leads • Clinical Governance and Healthcare Quality Report • Clinical and Care Governance Annual Report (including Duty of Candour) • Interventional Neuroradiology Update • Prison Incidents Update • Achievement of Scottish Government Targets for Reduction in Healthcare Associated Infection • Research and Development including Ethics • Patient Experience Report • Extract from Corporate Risk Register • Board Clinical Governance Forum – Minutes of meeting 3rd February 2020 • Closing Remarks and Key Messages for the Board
15 th October 2020	<ul style="list-style-type: none"> • Apologies and Opening Remarks • Declarations of Interest • Minutes of meeting held 17th August 2020 • Matters Arising and Rolling Action List • Overview Update from Executive Leads • Inspection of Intermediate Assessment unit at Queen Elizabeth University Hospital • Patient Experience Report • Extract from Corporate Risk Register • Health and Care (Staffing) (Scotland) Act 2019 Update • Public Protection Update • Board Clinical Governance Forum – Minutes of meeting 30th July 2020 • Closing Remarks and Key Messages for the Board
1 st December 2020	<ul style="list-style-type: none"> • Apologies and Opening Remarks • Declarations of Interest • Minutes of meeting held 15th October 2020 • Matters Arising and Rolling Action List • Overview Update from Executive Leads • Clinical Governance and Healthcare Quality Report • Achievement of Scottish Government Targets for Reduction in Healthcare Associated Infection • Infection Prevention and Control Management COVID-19 • Corporate Risk Register – Extract from Corporate Risk Register & Risk Register Process

NHS Greater Glasgow and Clyde	Paper No. 06d
Meeting:	Audit and Risk Committee
Meeting Date:	14th September 2021
Title:	Annual Report of Staff Governance Committee 2020/21
Sponsoring Director/Manager	Mrs Anne MacPherson, Director of Human Resources and Organisational Development
Report Author:	Mr Alan Cowan (Joint Chair) Ms Dorothy McErlean (Joint Chair)

GREATER GLASGOW AND CLYDE NHS BOARD

ANNUAL REPORT OF STAFF GOVERNANCE COMMITTEE 2020/2021

1. PURPOSE

- 1.1** In order to assist the Board in conducting a regular review of the effectiveness of the systems of internal control, Standing Orders require that this Standing Committee submits an annual report to the Board. This report is submitted in fulfilment of this requirement.

2. STAFF GOVERNANCE COMMITTEE

2.1 Purpose of Committee

- 2.1.1** The purpose of the Staff Governance Committee is to provide assurance to the Board that NHS Greater Glasgow and Clyde (NHSGGC) meets its obligations in relation to Staff Governance under the National Health Service Reform (Scotland) Act 2004 and the Staff Governance Standard ('the Standard'). The Staff Governance Committee is a Standing Committee of the NHS Board.
- 2.1.2** The Committee seeks to ensure that Staff Governance mechanisms are in place that take responsibility for performance against the Staff Governance Standard and are accountable for oversight of progress towards achievement of the Standard.

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- 2.1.3** The Committee ensures that structures and policies are in place to provide assurance that all staff are:
- Well informed;
 - Appropriately trained and developed;
 - Involved in decisions;
 - Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued; and,
 - Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.
- 2.1.4** Each Health and Social Care Partnership, Acute Services and Corporate Directorate have their own Staff Governance arrangements and structure. Compliance with the Standard is monitored through the development and delivery of local action plans and through presentations, on a rotational basis, from the relevant Chief Officer / Director for each area to the Staff Governance Committee.
- 2.1.5** In addition to the above, NHSGGC compliance with Staff Governance is scrutinised through a series of implementation plans and strategies, service presentations, policy review and regular NHSGGC Staff Governance workplan updates.

2.2 Composition

During the financial year ending 31 March 2021 membership of the **Staff Governance Committee** comprised:

Joint Chairs:

Mr A Cowan (Joint Chair)
Mrs D McErlean (Joint Chair)

MEMBERSHIP

Councillor S Mechan
Mrs R Sweeney
Mr C Vincent
Ms A Khan
Mr F Shennan

IN ATTENDANCE

Mr J Best, Chief Officer, Acute Services
Prof. J Brown CBE, Chair – NHS Greater Glasgow and Clyde
Ms A Cameron-Burns, Area Partnership Forum Staff Side Secretary
Ms F Carmichael, Staff Side Chair, Acute Services Staff Partnership Forum
Ms B Culshaw, Chief Officer, West Dunbartonshire HSCP (representing HSCPs)
Ms L Delgado, Area Partnership Forum Staff Side Secretary (**retired 30 September 2020**)
Ms J Grant, Chief Executive – NHS Greater Glasgow and Clyde

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Ms B Howat, Head of People & Change – Corporate Services **(to 9 November 2020)**

Mrs D Hudson, Staff Governance Co-ordinator/iMatter Operational Lead

Mrs M Macdonald, Head of Learning and Education

Mrs A MacPherson, Director of Human Resources & Organisational Development

Ms P Martin, Head of Staff Experience **(from 9 November 2020)**

Ms M McCarthy, Staff Side Chair, Glasgow City HSCP Staff Partnership Forum

Mr A McCready, Staff Side Chair, Non City HSCP Staff Partnership Forum

Ms N Owens, Depute Director of Human Resources & Organisational Development

Ms E Quail, Area Partnership Forum Staff Side Secretary **(from 1st October 2020)**

AS REQUIRED

Dr J Armstrong, Medical Director (or delegated representative)

Ms K Strannigan, Head of Health and Safety

Ms R Wall, Head of Occupational Health and Safety

Mr S Munce, Workforce Planning and Analytics Manager

2.3 Meetings

2.3.1 During the period 1 April 2020 to 31 March 2021, the Board operated on a modified governance basis, due to the COVID-19 pandemic, therefore the Committee met on two occasions during that time, on the undernoted dates:

- 18 August 2020
- 3 November 2020

(Meetings planned for 12 May 2020 and 2 February 2021 were cancelled, due to the COVID-19 pandemic circumstances at the time).

The attendance schedule is attached at Appendix 1.

2.3.2 All meetings of the Staff Governance Committee were quorate.

2.4 Business

The Committee considered both routine and specific work areas during the financial year 2020/2021. Outlined below are details of some of the key areas of work considered, along with a brief summary of each, with full details of all Committee business items considered are attached at Appendix 2.

The Committee took due consideration to the priorities outlined by the Board Chair around Wellbeing and Workforce Planning and also sought reassurance that the work programme was aligned to the Boards Objectives.

2.4.1 COVID-19 Workforce Update

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2.4.1.1 The workforce of NHS Greater Glasgow and Clyde (NHSGGC) have played a vital role in responding to the COVID-19 pandemic throughout 2020 and into 2021. Our staff have responded flexibly, undertaking new roles and adopting new ways of working in extremely challenging circumstances. Throughout 2020 and early 2021, the Committee were provided with updates in relation to the workforce and the support available, during the pandemic. Below outlines a number of actions which were put in place, in response to the pandemic.

Workforce Support & Response

2.4.1.2 A dedicated HR COVID-19 Support Team was established to support staff and managers with COVID-19 related absences and with access to staff testing. In addition the implementation of the Mental Health and Wellbeing Strategy, provided access to a wide range of support including mental health check in arrangements.

2.4.1.3 Staff were reassigned and additional staff recruited across all job families. In summary:

Administration:

- 120 staff moved into contact tracing roles within the Test & Protect service
- 51 staff moved into testing centres, hubs and ad-hoc projects
- 17 staff moved to support the implementation of Louisa Jordan

Medical and Dental:

- 25 staff moved into Louisa Jordan
- 37 Clinical Fellows were reassigned
- 101 Doctors & Dentists in Training (DDiT) were reassigned
- 118 Foundation Interim Year 1 Doctors (FiY1) were recruited early (ahead of August rotation)
- 20 additional Clinical Research Fellows were recruited
- 24 additional medical staff were recruited via the National Portal

Nursing and Midwifery:

- 550 Nursing staff were upskilled to support ICU / HDU activity
- 26 Registered Nurses reassigned to Louisa Jordan
- 70 Band 3 Student Nurses recruited
- 492 Band 4 Student Nurses were recruited early (ahead of October intake)
- 1287 HCSW recruited to the Staff Bank
- 263 nursing staff recruited via the National Portal

Support Services:

- 351 additional porters and domestics recruited

Rest and Recuperation (R&R) Hubs

2.4.1.4 Early on in the COVID-19 outbreak, a huge surge in demand for healthcare was anticipated, with the very real concern that staff would be overwhelmed becoming physically and emotionally exhausted.

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2.4.1.5 In response to this, the NHSGGC Staff Mental Health and Wellbeing Group was established and developed “Rest and Recuperation Hubs” which were introduced across a number of our Board sites. The response to the hubs has been positive, and they remain in place today, supported by funding from the Endowment Committee.

COVID Vaccination Programme

2.4.1.6 In December 2020, vaccination was rolled out to Care Homes (residents and staff) and frontline Health & Social Care staff. For frontline Health & Social Care staff, vaccine clinics were offered daily at the Louisa Jordan and on a rolling basis across all hospital sites from early 2021.

2.4.1.7 Working in partnership with the Local Authorities, a further 16 locations were established throughout NHSGGC to operate as large scale vaccination centres in addition to the Louisa Jordan. The Community Vaccination Centres went live on the 1 February 2021.

2.4.1.8 A recruitment drive to build a vaccinator workforce resulted in over 2,500 registered staff joining the NHSGGC staff bank. A further 1,500 non-registered vaccinators have also joined. This allowed us to deploy over 250 vaccinators per day when required. Utilisation of the staff bank allows us to flex to meet capacity requirements and has established a strong foundation for the programme as it has progressed through the year.

2.4.1.9 The Committee were pleased to note the updates in relation to the workforce response and support throughout 2020/21, in response to the COVID-19 pandemic.

2.4.2 Mental Health and Wellbeing 2021 Action Plan

2.4.2.1 The COVID-19 pandemic has had, and continues to have, an impact on the mental health and wellbeing of the workforce. This is due to a range of factors including changes in patient care and the significant increase in patient deaths within critical care units and general ward areas, staff being realigned to areas where they have been less familiar.

2.4.2.2 Staff have also emotionally supported patients while their families were unable to visit due to lockdown restrictions. Other staff have been affected due to extensive periods of lockdown, personal loss, shielding, loss of contact with family and friends and anxiety about contracting the virus.

2.4.2.3 The Committee was therefore pleased to note that the Mental Health and Wellbeing action plan would identify and support implementation of a range of services and support mechanisms for staff.

2.4.2.4 During year one of the plan, a range of measures were introduced, including the introduction of rest and recuperation areas, the implementation of psychology helplines, the first launch of the mental health check in survey and the recruitment of a specialist team to work with Occupational Health to support the mental health of the workforce for the next 2 years.

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- 2.4.2.5 The launch of year two of the action plan will continue to progress the activities from year one and the development of further initiatives. This will include the delivery of a peer support programme for all staff which has support from clinical leads, further analysis of the mental health check in survey from January 2021 and launch of the final stage of in July 2021. This will give an understanding of the mental health needs of the workforce and enable the specialist team to adapt and implement measures to provide appropriate levels of support.
- 2.4.2.6 The Workforce Mental Health and Wellbeing Group, including the Wellbeing Champions, will continue to promote all the national resources and make appropriate submissions for funding where necessary. The plan is also a subset of the Staff Health Strategy, to help mainstream this resource and good practice going forward recognising that staff need long term support.
- 2.4.2.7 The Committee look forward to receiving regular updates on the plan and progress on activity, and the positive impact on staff, at Committee meetings.

2.4.3 Staff Governance Committee – Continuous Improvement Plan

- 2.4.3.1 In early 2020, the Staff Governance Committee co-chairs, sought to undertake a continuous improvement exercise, to provide assurance to the Board that NHS Greater Glasgow and Clyde met its obligations in relation to Staff Governance. This was undertaken through:
- Scrutinising how we currently deliver our assurance against the Staff Governance Standard,
 - Establishing how other NHS Boards deliver their assurance around the Staff Governance Standard,
 - Understanding what we might learn or do differently to improve efficiency or increase assurance that we are in compliance with the Act and delivering the employer and staff objectives in the Standard
- 2.4.3.2 From there a series of 16 recommendations, and an associated action plan were developed, built upon the following areas of focus:
- Assurance
 - Alignment
 - Governance
 - Engagement
- 2.4.3.3 Throughout 2020 and early 2021, progress on the recommended actions was made, and are now evidenced in the Committee Agenda and papers including the development of an integrated Performance Report; the blending of the Board's Culture Framework and Workforce Strategy and the alignment of the Staff Governance Workplan with the Staff Governance Standards and Board Objectives.
- 2.4.3.4 Work was also undertaken to review the Staff Governance assurance presentation and action plan templates provided to services, which will be used going forward into 2021.

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2.4.3.5 The Committee were pleased to note the progress made on the Staff Governance Committee Continuous Improvement Action Plan during 2020/21.

2.4.4 NHSGGC Workforce Strategy 2020-2025

2.4.4.1 Throughout 2020 and early 2021, the Committee welcomed the opportunity to review and contribute to the development of the Workforce Strategy 2020-2025. The development of a Workforce Strategy and Culture Framework is an agreed Corporate Objective of the Board - Better Workplace.

2.4.4.2 NHS Greater Glasgow and Clyde (NHSGGC) aims to be an organisation which is renowned for modern high-quality care and progressive medicine. Our Workforce Strategy 2021-2025 sets out what is needed to achieve this, for today and in the future, based on 4 core pillars:

- Health and Wellbeing
- Leaders
- Recruitment and Retention
- Learning

2.4.4.3 The Committee welcomed updates on the progress and impacts of the implementation of the Strategy during 2021.

2.4.5 Review of Whistleblowing within NHS Greater Glasgow and Clyde

2.4.5.1 The planned launch of the National Whistleblowing Standards in April 2021 provided NHSGGC with an opportunity to update and further develop the Whistleblowing Policy. In support of this, the Board Chair commissioned a retrospective 3-year Review of Whistleblowing to inform policy development.

2.4.5.2 The Committee were pleased to receive updates regarding the review, which was conducted by the NHSGGC Whistleblowing Champion and Non-Executive Director, who was advised and supported by an independent Human Resource Management Specialist.

2.4.5.3 The objectives of the review were as follows:

“To consider the current approach to whistleblowing in NHS Greater Glasgow and Clyde and identify any actions required to ensure the ongoing effectiveness of the existing systems and processes including any that will also improve the implementation of the new whistleblowing standards for NHS Scotland.”

2.4.5.4 The review considered whistleblowing cases between 1 April 2017 and 31 March 2020. The review did not conduct case reviews, but focussed on the process taken and the experience of those involved. The review also determined if there were cases that should have been considered as whistleblowing, but were not.

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2.4.5.5 The methods employed to complete the review included:

- Analysis of the number and types of cases initiated through the NHSGGC whistleblowing system.
- Desk-top reviews of cases investigated and other written evidence.
- Face to face interviews with whistleblowers, other staff, managers and investigators involved in the cases.
- Examination of reports and updates on whistleblowing to the Staff Governance Committee, the Board and the Scottish Government.

2.4.5.6 The review process examined each of the key areas for review and this was conducted over the period July to December 2020 with regular updates being brought to the Board via the Staff Governance Committee meetings throughout 2020/21.

2.4.5.7 The review identified eight headline recommendations designed to improve the Whistleblowing process within NHS Greater Glasgow and Clyde. These recommendations will be included in staff communications relation to the new Whistleblowing Standards and associated action plan for implementation.

2.4.5.8 The Committee were pleased to note the basis for the recommendations made, the outcomes aligned to the Terms of Reference of the review and that, going forward, the Committee would have oversight of the action plan for implementation, and its progress.

2.4.6 Workforce Equality

2.4.6.1 The Workforce Equality Group (WEG) continued to meet throughout the pandemic and discussions have focused on re-alignment of the Workforce Equality Action plan to best support all staff during and beyond COVID-19, and in particular those staff with particular protected characteristics, who may have been adversely affected by the pandemic.

2.4.6.2 Regular updates were provided to the Staff Governance Committee to provide assurance around progress in this area.

2.4.6.3 During 2020/21, the areas of focus which emerged were as follows:

- Aligning key messages and communication across the Board, to promote and encourage diversity and inclusion.
- Increasing the amount of known workforce equality data to better identify opportunities for further support or identify gaps for further investigation.
- Reviewing the equal pay data and from this, develop and publish an Equal Pay statement, which will identify equal pay actions for the years ahead. This work is already well underway for publication at the end of April 2021.
- Promotion and development of both the WEG and the Staff Forums, BME, LGBT+ and Disability.

2.4.6.4 Additionally, following the publication of the Equality and Human Rights Commission's Report (EHRC) on the Race Equality, Employment and Skills inquiry, the EHRC have written to Boards to seek an understanding of the level

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of forward planning that public authorities are taking to meet detailed recommendations and deliver equality of employment and opportunity for minority ethnic groups, whilst recognising the challenges and pressures that have been presented by the COVID-19 pandemic.

- 2.4.6.5 Members of the Workforce Equality Group and the wider Equality and Human Rights team within NHS GGC have prepared the NHS GGC response and aligning the EHRC recommendations with work underway in the Workforce Equality Action Plan, exceeding the request of the 3 new actions.
- 2.4.6.6 The Committee look forward to receiving updates in relation to progress on the identified actions, during 2021/22.

2.4.7 Remuneration Committee

- 2.4.7.1 As detailed within the Terms of Reference, the Staff Governance Committee provides assurance that systems and procedures are in place through the Remuneration Committee to manage senior manager pay.
 - 2.4.7.2 During the August 2020 meeting of the Committee, a verbal update was provided on the business considered at the Remuneration Committee meetings of 3 March and 28 July 2020, where an update on Consultant Discretionary Points, changes within the Executive and Senior Management cohort, review of Senior Managers' performance appraisals, endorsement of Executive Managers' performance appraisals and approval of the Chief Executive's performance appraisal, were considered.
 - 2.4.7.3 The Committee also noted the update and the minor amendments to the Remuneration Committee Terms of Reference.
 - 2.4.7.4 The Staff Governance Committee will continue to receive updates and assurance from the Remuneration Committee, in line with the Committee remit.
- 2.4.8** Full details of all of the business items considered by the Committee during 2020/21 are attached at Appendix 2, including Medical Revalidation, NHS GGC Staff Governance Workplan updates, Workforce Information storyboard reports, Area Partnership Forum reports, and Risk Register updates.
- 2.4.9** Minutes of the meetings of the Committee and the Committee Chair's Report have been timeously submitted to the Board for its information.

3. OUTCOMES

- 3.1** Through the financial year the Committee were presented with various updates and reports for assurance which are summarised as follows:-
- 3.2** In 2021/22 the Committee received updates from a smaller number service areas including the Health and Social Care Partnerships, due to the reduced number of Committee meetings held. At each Committee meeting, two presentations are delivered, usually by the Director/Chief Officer, supported by their Head of Human Resources and staff side partners.

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- 3.3** In 2020/21, the Staff Governance Committee was pleased to receive presentations from the following service areas:
- Glasgow City HSCP
 - Board Medical Directorate
 - East Dunbartonshire HSCP
 - Renfrewshire HSCP
- 3.4** The presentations enabled service areas to provide assurance that structures and processes are in place to meet the Staff Governance Standard, and enabled a level of scrutiny by Staff Governance Committee members. Achievements and challenges were highlighted and an overview of Staff Governance structures and local workforce performance statistics for each area was provided.
- 3.5** During 2020/21, services areas were asked to present a shortened version of the assurance presentation, given the governance processes in place during the pandemic. Service areas were asked to focus on workforce metrics overview, Staff Governance achievements & challenges, and provide brief reflections highlighting the impact of COVID on staff, including any areas of positive impact from a Staff Governance perspective.
- 3.6** Throughout each presentation, services noted that, during the pandemic, the key areas of focus and priority were in relation to continued staff engagement and communications (and the increased use of technology to sustain this), staff health and wellbeing support and, increased and improved cross-team working.
- 3.7** Similar to previous years, achievement of 80% compliance of KSF Reviews (through TURAS Appraisal), and Statutory and Mandatory training compliance were highlighted for improvement in most service areas. Each service area identified key actions to be progressed, however it was noted that the KSF Review process had been paused during COVID-19, and work to improve performance would be an area of focus once this was re-launched following the pandemic.
- 3.8** The Committee were pleased to note the case study outlined by East Dunbartonshire HSCP, outlining the local staff pulse survey which had been developed in partnership to seek feedback on the challenges faced by staff during the pandemic, and an indication of changes implemented which had been beneficial and should be maintained going forward. The results were fed back to staff and linked with the Everyone Matters National Pulse Survey to inform the Partnership remobilisation plans.
- 3.9** The Committee also welcomed East Dunbartonshire HSCP and Oral Health's (a hosted service) high KSF Review compliance, in comparison to other Partnerships. It was noted that managers were encouraged to recognise that the routine conversations with staff were all part of the KSF process and to consider how they could capture this on the system rather than scheduling in a specific KSF discussion.

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- 3.10** This reflects the outcomes from the service presentations received by the Committee, with other key outcomes from Committee meetings highlighted in section 2.4 above.

4. CONCLUSION

STATEMENT OF ASSURANCE

- 4.1** As Joint Chairs of the Staff Governance Committee during financial year 2020/2021, we are satisfied that the integrated approach, the frequency of meetings, the breadth of the business undertaken, and the range of attendees at meetings of the Committee has allowed us to fulfil our remit as detailed in Standing Orders. As a result of the work undertaken during the year we can confirm that adequate and effective Staff Governance arrangements were in place across NHS Greater Glasgow and Clyde during the year.
- 4.2** We would again pay tribute to the dedication and commitment of fellow members of the Committee and to all attendees. This past year has seen many positive changes to the Staff Governance Committee. We thank all those members of staff who have prepared reports and attended meetings of the Committee and NHS Greater Glasgow and Clyde for their excellent support of the Committee.

Mrs Dorothy McErlean
Mr Alan Cowan

Joint Chairs
On behalf of STAFF GOVERNANCE COMMITTEE

BOARD OFFICIAL

Appendix 1

STAFF GOVERNANCE COMMITTEE ATTENDANCE RECORD – 2020/21

NAME	POSITION	ORGANISATION	Date 18/08/20	Date 03/11/20
Mr A Cowan	Co-Chair	NHSGGC	P	P
Mrs D McErlean	Co-Chair	NHSGGC	P	P
Mr C Vincent	Member/NED	NHSGGC	P	P
Mr F Shennan	Member/NED	NHSGGC	P	P
Councillor S Mechan	Member/NED	NHSGGC	P	AA
Mrs R Sweeney	Member/NED	NHSGGC	P	P
Ms A Khan	Member/NED	NHSGGC	P	P

NAME	POSITION	ORGANISATION	Date 18/08/20	Date 03/11/20
IN ATTENDANCE				
Mrs A MacPherson	Director of HR & OD	NHSGGC	P	P
Ms N Owens	Depute Director of HR & OD	NHSGGC	P	P
Ms C Heuston	Assistant Chief Officer, HR, Glasgow HSCP	Glasgow HSCP	AA	P
Mrs B Culshaw	Chief Officer, West Dunbartonshire HSCP	West Dun HSCP	AA	P
Prof. J Brown CBE	Chair – NHS Greater Glasgow and Clyde	NHSGGC	P	P
Ms J Grant	Chief Executive – NHS Greater Glasgow and Clyde	NHSGGC	P	P
Mr J Best	Chief Officer, Acute	NHSGGC	P	AA
Ms L Delgado	APF Staff Side Secretary	NHSGGC	P	-
Ms A Cameron Burns	APF Staff Side Secretary	NHSGGC	P	P
Mrs B Howat	Head of Human Resources – Corporate Services	NHSGGC	P	P
Ms F Carmichael	Acute APF Rep	NHSGGC	P	P
Ms M McCarthy	Glasgow HSCP SPF	NHSGGC	AA	P
Mr A McCready	Staff Side Chair, Non City HSCP SPF	NHSGGC	P	P
Mrs D Hudson	SGC Co-ordinator	NHSGGC	P	P
Mr S Munce	Workforce Planning and Analytics Manager	NHSGGC	P	P
Mrs M Macdonald	Head of Learning & Education	NHSGGC	P	P
Ms K Strannigan	Head of Health & Safety	NHSGGC	P	P
Mrs P Martin	Head of Staff Experience	NHSGGC	-	P (Obs.)
Ms R Wall	Head of Occupational Health & Safety	NHSGGC	-	-

Key

P – Present

BOARD OFFICIAL

CC – via conference call

A – Absent – no apologies received

AA – Absent – apologies received

- Attendance not required

**STAFF GOVERNANCE COMMITTEE
SCHEDULE OF BUSINESS CONSIDERED 2020-21**

DATE OF MEETING	TITLE OF BUSINESS DISCUSSED
<p>18 August 2020</p>	<p>Minutes of Meeting held on 4 February 2020</p> <p>Matters Arising:</p> <ul style="list-style-type: none"> • Rolling Action List <p>Matters Directly Related to the Staff Governance Standard:</p> <ul style="list-style-type: none"> • Presentations (Local Compliance with Staff Governance Standard): <ul style="list-style-type: none"> ○ Susanne Millar, Interim Chief Officer, Glasgow City HSCP ○ Dr Jennifer Armstrong, Medical Director, Board Medical Directorate (including update on Medical Education/Medical Revalidation) • Staff Governance Committee - Continuous Improvement • Staff Governance Workplan – Annual Review <ul style="list-style-type: none"> ○ Conclusion of 2019/20 Workplan • Whistleblowing Monitoring Report and Update <ul style="list-style-type: none"> a) Review of Whistleblowing within NHS Greater Glasgow and Clyde: Terms of Reference b) Whistleblowing Report <p>Reports that Support Compliance with the Staff Governance Standard:</p> <ul style="list-style-type: none"> • Annual Staff Governance Report to NHS Board • COVID-19 Workforce Update • Culture & Workforce Strategy • Summary Workforce Information Report • Area Partnership Forum Report <p>Other Relevant Reports:</p> <ul style="list-style-type: none"> • Human Resources Risk Register/Audit Plan Update • Remuneration Committee <ul style="list-style-type: none"> ○ Terms of Reference ○ Report from meetings 3 March and 28 July 2020

**STAFF GOVERNANCE COMMITTEE
SCHEDULE OF BUSINESS CONSIDERED 2020-21**

<p>3 November 2020</p>	<p>Minutes of Meeting held on 18 August 2020</p> <p>Matters Arising:</p> <ul style="list-style-type: none"> • Rolling Action List • Flu Vaccination Programme Update <p>Matters Directly Related to the Staff Governance Standard:</p> <ul style="list-style-type: none"> • Presentations (Local Compliance with Staff Governance Standard): <ul style="list-style-type: none"> ○ Caroline Sinclair, Interim Chief Officer, East Dunbartonshire HSCP ○ David Leese, Chief Officer, Renfrewshire HSCP • Staff Governance Committee - Continuous Improvement Action Plan Update • Review of 20/21 Staff Governance Workplan • Whistleblowing Update <ul style="list-style-type: none"> ○ Whistleblowing Review Update ○ Whistleblowing Standards Update <p>Reports that Support Compliance with the Staff Governance Standard:</p> <ul style="list-style-type: none"> • Culture & Workforce Strategy • Workforce Information Integrated Performance Report • Staff Experience/Staff Engagement Activity Update • Area Partnership Forum Report <p>Other Relevant Reports:</p> <ul style="list-style-type: none"> • Human Resources Risk Register Update • Staff Governance Committee 2021/22 Meeting and Presentation Schedule
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NHS Greater Glasgow and Clyde	Paper No. 06e
Meeting:	Audit and Risk Committee
Meeting Date:	14th September 2021
Title:	Annual Report of Acute Services Committee Governance Committee 2020/21
Sponsoring Director/Manager	Mr Jonathan Best, Chief Operating Officer
Report Author:	Mr Ian Ritchie, Acute Services Committee Chair

GREATER GLASGOW AND CLYDE NHS BOARD

ANNUAL REPORT OF ACUTE SERVICES GOVERNANCE COMMITTEE 2020/21

1. INTRODUCTION

The year 2020/21 was like no other as a result of the unprecedented COVID-19 situation. This saw agreed interim Board arrangements put in place, meaning the usual Committee schedule was scaled back to reduced meetings, to cover critical and essential issues only.

2. PURPOSE

In order to assist the Board in conducting a regular review of the effectiveness of the systems of internal control, Standing Orders require that this Standing Committee submits an annual report to the Board. This report is submitted in fulfilment of this requirement.

3. ACUTE SERVICES GOVERNANCE COMMITTEE

3.1 Purpose of Committee

BOARD OFFICIAL

The purpose of the Acute Services Governance Committee is to provide the NHS Board with the assurance that -

- Performance management and improvement across all aspects of the Acute Service's consistent with Corporate Objectives, relevant Annual Operating Plan targets, locally-based targets and priorities;
- The efficiency, effectiveness and quality of services delivered to patients in acute care;
- Acute Services Financial Planning and Management;
- Whether current or developing Acute service proposals i.e. in respect of Moving Forward Together and other relevant strategies, are consistent with the continued provision of safe and effective acute care;
- Appropriate governance in respect of risks, as allocated to the ASC by the Audit Committee relating to aspects of Acute Services, reviewing risk identification, assessment and mitigation in line with the NHS Board's risk appetite and agreeing appropriate escalation.

3.2 Composition

During the financial year ended 31 March 2021 membership of **Acute Services Governance Committee** comprised:

Chairperson – Mr Ian Ritchie

MEMBERSHIP

Mr Simon Carr (Vice Chair)
Cllr Jim Clocherty
Ms Susan Brimelow OBE
Ms Margaret Kerr
Ms Paula Speirs
Mrs Audrey Thompson
Prof John Brown CBE
Dr Jennifer Armstrong
Dr Margaret McGuire
Mr Mark White

IN ATTENDANCE

Mr Jonathan Best, Chief Operating Officer, Acute Division
Mrs Anne MacPherson, Director of Human Resources & Organisational Development
Mr Tom Steele, Director of Estates and Facilities
Ms Sandra Bustillo, Director of Communications and Engagement
Ms Elaine Vanhegan, Head of Corporate Governance and Administration

3.3 Meetings

The Committee met on three occasions during the period from 1 April 2020 to 31 March 2021 on the undernoted dates:

- 21 July 2020
- 22 September 2020
- 17 November 2020

The attendance schedule is attached at Appendix 1.

All meetings of the Acute Services Governance Committee were quorate.

3.4 Business

The Committee considered both routine and specific work areas during the financial year 2020/2021. Areas considered included:

- Review of Terms of Reference
- Acute Services Integrated Performance Reports
- Financial Monitoring Reports
- Corporate Risk Register Extract
- Acute COVID-19 Updates
- Acute Patient Experience Reports
- Annual Internal Audit Plan
- Remobilisation Plan
- Cancer Recovery – Presentation
- Trauma Centre Update – Presentation

Full details of the business items considered are attached at Appendix 2.

Minutes of the meetings of the Committee have been timeously submitted to the Board for its information.

4. OUTCOMES

Through the financial year the Committee were presented with various items and these can be summarised as follows:-

4.1 Acute Services Integrated Performance

During 2020, the Committee received Integrated Performance Reports to provide members with a balanced overview of performance against key metrics. The suite of measures reflect the key priorities across Acute Services and includes the suite of acute related Local Delivery Plan (LDP) Standards alongside National Key Performance Indicators, HR and Governance related metrics. The Committee were assured by the information provided that work continued to improve performance in respect of the key areas.

4.2 Financial Monitoring

BOARD OFFICIAL

During 2020/2021, the Committee received Financial Monitoring Reports to update on the financial position, including the progress and position of the Financial Improvement Programme (FIP). The Committee were assured by the information provided that significant work was underway to achieve financial balance.

4.3 Corporate Risk Register

During 2020/2021, the Committee received an extract of the Corporate Risk Register that relates to risks that come under the remit of the Acute Services.

4.4 Acute COVID-19 Updates

During 2020/2021, the Committee received Acute COVID-19 updates to inform members on the position in respect of the NHSGGC response to manage COVID-19 and provide assurance. Updates included information on the level of patient activity and staff testing. The Committee were assured of the activities underway to continue to respond to COVID-19.

4.5 Patient Experience Report

During 2020/2021, the Committee considered the Patient Experience Reports which provided update on:

- Complaints received
- Scottish Public Services Ombudsman Investigative Reports
- Decision Letters Feedback opportunities

The Committee were assured of the information provided that work continued to encourage and promote the use of the Care Opinion website, and that all feedback received informed improvements in patient care.

4.6 Annual Internal Audit Plan

During 2020/2021, the Committee considered the Annual Internal Audit Plan. The Committee were assured by the Plan, noting that this had been considered and approved by the Audit and Risk Committee, and that consideration had been given to the impact of carrying out audits, during the response to COVID-19.

4.7 Remobilisation Plan

During 2020/2021, the Committee received regular updates on the Remobilisation Plan, as each iteration of the Plan was submitted to the Scottish Government. The Committee acknowledged the significant effort and work to develop the Plans and were content by the information provided that NHSGGC continued to undertake activities in respect of remobilisation of services.

4.8 Presentations

During 2020/2021, the Committee received the following presentations;

- Cancer Recovery
- Trauma Centre Update

5. CONCLUSION

STATEMENT OF ASSURANCE

As Chair of the Acute Services Governance Committee during financial year 2020/2021, I am satisfied that the integrated approach, the frequency of meetings, the breadth of the business undertaken, and the range of attendees at meetings of the Committee has allowed us to fulfil our remit as detailed in Standing Orders. As a result of the work undertaken during the year I can confirm that adequate and effective Acute Services Governance arrangements were in place across NHS Greater Glasgow & Clyde during the year.

I would again pay tribute to the dedication and commitment of fellow members of the Committee and to all attendees. This past year has seen many challenges due to COVID-19. I would thank all those members of staff who have prepared reports and attended meetings of the Committee and NHS Greater Glasgow & Clyde for their excellent support of the Committee.

Ian Ritchie

Chairperson

On behalf of ACUTE SERVICES GOVERNANCE COMMITTEE

BOARD OFFICIAL

APPENDIX 1

ACUTE SERVICES GOVERNANCE COMMITTEE ATTENDANCE RECORD – 2020/21

PRESENT

NAME	POSITION	ORGANISATION	21.07.20	22.09.20	17.11.20
Mr Ian Ritchie (Chair)	Non Executive Member	NHSGGC	P	P	P
Mr Simon Carr (Vice Chair)	Non Executive Member	NHSGGC	P	P	P
Prof John Brown CBE	NHSGGC Board Chair	NHSGGC	P	AA	P
Dr J Armstrong	Medical Director	NHSGGC	P	AA	P
Ms J Grant	Chief Executive	NHSGGC	P	P	P
Mr M White	Director of Finance	NHSGGC	P	P	P
Dr M McGuire	Nurse Director	NHSGGC	P	P	P
Ms S Brimelow OBE	Non Executive Member	NHSGGC	P	P	P
Cllr J Clocherty	Non Executive Member	NHSGGC	P	P	P
Mrs M Kerr	Non Executive Member	NHSGGC	P	P	P
Ms Paula Speirs	Non Executive Member	NHSGGC	AA	P	P
Mrs A Thompson	Non Executive Member	NHSGGC	P	P	P

IN ATTENDANCE

NAME	POSITION	ORGANISATION	21.07.20	22.09.20	17.11.20
Mr J Best	Chief Operating Officer	NHSGGC	P	P	P
Mrs A MacPherson	Director HR and OD	NHSGGC	P	P	P
Mr Tom Steele	Director of Facilities	NHSGGC	AA	AA	AA
Ms Sandra Bustillo	Director of Communications and Engagement	NHSGGC	P	P	P
Ms E Vanhegan	Head of Board Admin and Corporate Governance	NHSGGC	P	P	AA

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Mrs L Russell	Secretariat Officer	NHSGGC	P	P	P
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Key

- P – Present
- A – Absent – no apologies received
- AA – Absent – apologies received
- Attendance not required

**ACUTE SERVICES GOVERNANCE COMMITTEE
SCHEDULE OF BUSINESS CONSIDERED 2020/21**

DATE OF MEETING	TITLE OF BUSINESS DISCUSSED
21 July 2020	<p>Minutes of Previous Meeting: 21st January 2020</p> <p>Matters Arising:</p> <ul style="list-style-type: none"> • Rolling Action List <p>Agenda Items:</p> <ul style="list-style-type: none"> • Urgent Items of Business • Review of Terms of Reference • Acute COVID-19 Update • Acute Services Integrated Performance Report • Financial Monitoring Report – Month 2 • Corporate Risk Register Extract • Annual Internal Audit Plan • Remobilisation Plan <p>Items for Information:</p> <ul style="list-style-type: none"> • Acute Strategic Management Group: Minute of Meeting held 19th December 2019 • Acute Strategic Management Group: Minute of Meeting held 30th January 2020 • Closing Remarks & Key Messages for the Board
22 September 2020	<p>Minutes of Previous Meeting: 21st July 2020</p> <p>Matters Arising:</p> <ul style="list-style-type: none"> • Rolling Action List <p>Agenda Items:</p> <ul style="list-style-type: none"> • Urgent Items of Business • Acute COVID-19 Update • Acute Services Integrated Performance Report • Cancer Recovery Presentation • Financial Monitoring Report – Month 4 • Corporate Risk Register Extract • Patient Experience Report Q3, Q4 & Q1 <p>Items for Information:</p>

BOARD OFFICIAL

DATE OF MEETING	TITLE OF BUSINESS DISCUSSED
	<ul style="list-style-type: none"> • Acute Strategic Management Group: Minute of Meeting held 27th February 2020 • Acute Strategic Management Group: Minute of Meeting held 25th June 2020 • Closing Remarks & Key Messages for the Board
<p>17 November 2020</p>	<p>Minutes of Previous Meeting: 22nd September 2020</p> <p>Matters Arising:</p> <ul style="list-style-type: none"> • Rolling Action List <p>Agenda Items:</p> <ul style="list-style-type: none"> • Urgent Items of Business • Acute COVID-19 Update • Acute Services Integrated Performance Report • Trauma Centre Update Presentation • Corporate Risk Register Extract <p>Items for Information:</p> <ul style="list-style-type: none"> • Acute Strategic Management Group: Minute of Meeting held 23rd July 2020 • Acute Strategic Management Group: Minute of Meeting held 27th August 2020 • Closing Remarks & Key Messages for the Board

NHS Greater Glasgow and Clyde	Paper No. 06f
Meeting:	Audit and Risk Committee
Meeting Date:	14th September 2021
Title:	Annual Report of Public Health Governance Committee 2020/21
Sponsoring Director/Manager	Prof Linda de Caestecker, Director of Public Health
Report Author:	Rev John Matthews OBE, Chair of Public Health Committee

GREATER GLASGOW AND CLYDE NHS BOARD

ANNUAL REPORT OF PUBLIC HEALTH GOVERNANCE COMMITTEE 2020/21

1. Introduction

The year 2020/21 was like no other as a result of the unprecedented COVID-19 situation. This saw agreed interim Board arrangements put in place, meaning the usual Committee schedule was scaled back to reduced meetings, to cover critical and essential issues only.

2. PURPOSE

In order to assist the Board in conducting a regular review of the effectiveness of the systems of internal control, Standing Orders require that this Standing Committee submits an annual report to the Board. This report is submitted in fulfilment of this requirement.

3. PUBLIC HEALTH GOVERNANCE COMMITTEE

3.1 Purpose of Committee

BOARD OFFICIAL

The overall purpose of the Public Health Committee is to ensure a dedicated focus on public health across the whole system, working in partnership to promote public health priorities and provide advice and assurance to the NHS Board.

3.2 Composition

During the financial year ended 31 March 2021 membership of **Public Health Governance Committee** comprised:

Chairperson – Rev John Matthews OBE

MEMBERSHIP

Prof John Brown CBE
Prof Linda de Caestecker
Mrs Jane Grant
Ms Anne Marie Monaghan
Mr Ian Ritchie
Ms Flavia Tudoreanu
Cllr Mhairi Hunter
Cllr Iain Nicolson
Mr Francis Shennan

IN ATTENDANCE

Dr Syed Ahmed - Clinical Director/Consultant in Public Health Medicine
Ms Anna Baxendale - Head of Health Improvement, Public Health
Dr Emilia Crighton – Deputy Director of Public Health
Mr Neil Ferguson - Head of Planning, Acute Services
Mr Graeme Forrester - Deputy Head of Corporate Governance and Administration
Ms Anne Harkness – Director, South Sector
Dr Alan McDevitt - GP
Ms Susanne Millar - Interim Chief Officer, Glasgow City HSCP
Ms Fiona Moss - Head of Health Improvement and Inequality, Glasgow City HSCP
Mr Peter Seaman - Associate Director, Glasgow Centre for Population Health
Dr Beatrix Von Wisseman – Consultant in Public Health

3.3 Meetings

The Committee met on two occasions during the period from 1 April 2020 to 31 March 2021 on the undernoted dates:

- 21st October 2020
- 27th November 2020

The attendance schedule is attached at Appendix 1.
All meetings of the Public Health Governance Committee were quorate.

3.4 Business

The Committee considered both routine and specific work areas during the financial year 2020/2021. Areas considered included:

- COVID-19 Updates
- COVID-19 Vaccination Programme
- Staff Flu Immunisation Programme
- Extended Seasonal Flu Vaccination Programme 20/21
- Test and Protect Service
- Social Recovery

Full details of the business items considered are attached at Appendix 2.

Minutes of the meetings of the Committee have been timeously submitted to the Board for its information.

4. OUTCOMES

4.1 Through the financial year the Committee were presented with various items and these can be summarised as follows:-

4.2 COVID-19 Update

The Public Health Committee received an update on the ongoing response to the COVID-19 pandemic, including reproduction rates (R rates), detailed data of both first and second wave spikes, and the public health activities underway including significant work with Care Homes, Test and Protect services. The Public Health Committee were assured by the information provided of the wide range of activities underway to respond to the ongoing challenges of the pandemic.

4.3 COVID- 19 Vaccination Programme

Prof Linda de Caestecker, Director of Public Health provided an update on the two COVID-19 Vaccines that would be made available to Health Boards from December 2020 highlighting the logistical requirements of the vaccine determining operational mobilisation plans. Priority groups had been agreed for Wave 1 (December 2020 to January 2021) comprising of Health & Social Care staff, Care Homes and the Over 80s population. A Programme Board was established to lead the programme within NHSGGC which remained a rapidly developing programme evolving on a day to day basis. The Public Health Committee were content to note the update and were assured by the information provided.

4.4 **Social Recovery**

The Public Health Committee considered a paper which provided an update on Social Recovery and Health Inequalities. The paper highlighted the strategic and co-ordinating activity in the city that responds to the pre-existing challenge of the inequalities in health that are underpinned by concentrations of poverty in Glasgow, which include the Public Health Oversight Board and the Social Recovery Task Force. Social recovery activities and their health implications for all the local authorities in NHS GGC area will be discussed at future meetings.

The Committee noted the city wide strategic and co-ordinating activity aimed at utilising remobilisation of services to enhance opportunities to address health inequalities, and discussed potential areas of support through Public Health Standing Committee and gaps in terms of areas of work and locality. The Committee noted the value of a continuing focus on addressing health inequalities through social recovery and agreed this should remain as a recurring item, with further items to be brought to future meetings.

4.5 **Staff Flu Immunisation**

Prof Linda de Caestecker, Director of Public Health advised the committee of the plans in place to offer staff immunisation for seasonal flu. The immunisation programme was implemented early October 2020 and scheduled until the end of November 2020. Further Occupational Health Clinics would be run for non-clinical staff over the last week of November 2020 and first week in December 2020. Delivery across all elements of the Board was on track to exceed last year's achievement. The Committee were content to note the plans in place to offer staff immunisation for seasonal flu and were assured of progress being made.

4.6 **Extended Seasonal Flu Vaccine 20/21**

Prof Linda de Caestecker, Director of Public Health provided an update on the extended Flu vaccine programme by the Scottish Government to include additional priority groups within the region of 200,000 eligible individuals. COVID-19 restrictions had required delivery models to be different. For the adult flu programme, a blended model had been delivered with General Practice focusing on the under 65 'at risk' and the HSCP establishing new Community Vaccination Centres for the over 65 group. Peer to peer immunisation had played a much larger role for staff vaccination than previous years. The Committee were content to note the progress delivered in respect of 20/21 seasonal flu immunisation programme.

4.7 **Test and Protect Service**

Prof Linda de Caestecker, Director of Public Health and Ms Anne Harkness, Director provided an update on the Test and Protect Service provided by the Board. It was noted of the increase in the volume of demand on the service, the recent recruitment of staff and the development of a training programme for newly recruited staff. The performance targets associated with initial contact with COVID-19 positive individuals and subsequent contact with

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individuals they have been in contact with were highlighted. The Committee were content to note the significant increase in the Board's Contact Tracing workforce and the service being delivered by the Public Health Directorate.

5. CONCLUSION

STATEMENT OF ASSURANCE

As Chair of the Public Health Governance Committee during financial year 2020/2021, I am satisfied that the integrated approach, the frequency of meetings, the breadth of the business undertaken, and the range of attendees at meetings of the Committee has allowed us to fulfil our remit as detailed in Standing Orders. As a result of the work undertaken during the year I can confirm that adequate and effective Public Health Governance arrangements were in place across NHS Greater Glasgow and Clyde during the year.

I would again pay tribute to the dedication and commitment of fellow members of the Committee and to all attendees. This past year has seen many changes to the Public Health Governance Committee. I would thank all those members of staff who have prepared reports and attended meetings of the Committee and the Executive Leadership Team for their excellent support of the Committee.

Mr John Matthews, OBE

Chairperson

On behalf of PUBLIC HEALTH GOVERNANCE COMMITTEE

BOARD OFFICIAL

APPENDIX 1

PUBLIC HEALTH GOVERNANCE COMMITTEE ATTENDANCE RECORD – 2020/21

PRESENT

NAME	POSITION	ORGANISATION	21/10/2020	27/11/2020
Prof Linda de Caestecker	Director of Public Health	NHSGGC	P	P
Mrs Jane Grant	Chief Executive	NHSGGC	P	
Mr John Matthews OBE	Chair – Public Health Committee Non-Executive Board Member	NHSGGC	P	P
Ms Anne Marie Monaghan	Non-Executive Board Member	NHSGGC	AA	P
Mr Ian Ritchie	Non-Executive Board Member	NHSGGC	P	P
Ms Flavia Tudoreanu	Non-Executive Board Member	NHSGGC	P	P
Cllr Mhairi Hunter	Non-Executive Board Member	NHSGGC	A	P
Cllr Iain Nicolson	Non-Executive Board Member	NHSGGC	A	P
Mr Francis Shennan	Non-Executive Board Member	NHSGGC	P	P
Mr Peter Seaman	Associate Director	Glasgow Centre for Population Health	P	P

IN ATTENDANCE

NAME	POSITION	ORGANISATION	21/10/2020	27/11/2020
Dr Syed Ahmed	Clinical Director/Consultant in Public Health Medicine	NHSGGC	-	P
Ms Anna Baxendale	Head of Health Improvement, Public Health	NHSGGC	-	P
Dr Emilia Crighton	Deputy Director of Public Health	NHSGGC	P	
Mr Neil Ferguson	Head of Planning, Acute Services	NHSGGC	-	P
Ms Louise Long	Chief Officer	Inverclyde HSCP	P	-
Dr Alan McDevitt	GP		P	
Ms Fiona Moss	Head of Health Improvement and Inequality	Glasgow City HSCP	P	P

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Ms Susanne Millar	Interim Chief Officer	Glasgow City HSCP	AA	P
Mr Graeme Forrester	Deputy Head of Corporate Governance and Administration	NHSGGC	-	P
Ms Anne Harkness	Director of Acute Services	NHSGGC	-	P
Dr Beatrix von Wisseman	Consultant in Public Health	NHSGGC	P	-

Key

- P – Present
- A – Absent – no apologies received
- AA – Absent – apologies received
- Attendance not required

**PUBLIC HEALTH GOVERNANCE COMMITTEE
SCHEDULE OF BUSINESS CONSIDERED 2020/21**

DATE OF MEETING	TITLE OF BUSINESS DISCUSSED
21/10/2020	<ul style="list-style-type: none">• Minutes of Previous Meeting - 29th January 2020• COVID Update• Social Recovery
27/11/2020	<ul style="list-style-type: none">• COVID Vaccination• Flu Vaccination (Staff & Extended Seasonal)• Test & Protect Service

NHS Greater Glasgow and Clyde	Paper No. 06g
Meeting:	Audit and Risk Committee
Meeting Date:	14th September 2021
Title:	Annual Report of Area Clinical Forum Governance Committee 2020/21
Report Author:	Dr Lesley Rousselet, Chair of Area Clinical Forum

GREATER GLASGOW AND CLYDE NHS BOARD

ANNUAL REPORT OF AREA CLINICAL FORUM GOVERNANCE COMMITTEE 2020/21

1. INTRODUCTION

The year 2020/21 was like no other as a result of the unprecedented COVID-19 situation. This saw agreed interim Board arrangements put in place, meaning the usual Committee schedule was increased to ensure ongoing oversight of critical and essential clinical issues.

2. PURPOSE

In order to assist the Board in conducting a regular review of the effectiveness of the systems of internal control, Standing Orders require that this Standing Committee submits an annual report to the Board. This report is submitted in fulfilment of this requirement.

3. AREA CLINICAL FORUM GOVERNANCE COMMITTEE

3.1 Purpose of Committee

The purpose of the Area Clinical Forum Governance Committee is to provide the NHS Board with the assurance that the multi-professional view of the advisory structures for medical, dental, nursing and midwifery, pharmaceutical, optometric, allied health professionals, healthcare scientists, psychology and health and social care partnerships to NHS Greater Glasgow and Clyde

BOARD OFFICIAL

ensuring the involvement of all the professions across the local NHS system in the decision-making process.

The core functions of the Area Clinical Forum will be to support the work of NHS Greater Glasgow and Clyde by:-

- Providing NHS Greater Glasgow and Clyde with a clinical perspective on the development of the Local Health Plan and the Board's strategic objectives by, through the Area Clinical Forum Chair, being fully engaged in NHS Board business.
- Reviewing the business of the Area Professional Committees to promote a co-ordinated approach on clinical matters among the different professions and within the component parts of NHS Greater Glasgow and Clyde;
- Promoting work on service design, redesign and development priorities and playing an active role in advising NHS Greater Glasgow and Clyde on potential service improvement;
- Sharing best practice among the different professionals and actively promoting multi-disciplinary working - in both health care and health improvement;
- Engage and communicate widely with local clinicians and other professionals, with a view to encouraging broader participation in the work of the Area Professional Committees to ensure that local strategic and corporate developments fully reflect clinical service delivery;

3.2 Composition

During the financial year ended 31 March 2021 membership of **Area Clinical Forum Governance Committee** comprised:

Chairperson – Mrs Audrey Thompson (To 30th June 2021)

Chairperson – Dr Lesley Rousselet (From 1st July 2021)

MEMBERSHIP

Dr Yas Aljubouri	Co-Chair of the Area Dental Committee
Dr Alastair Taylor	Chair of the AMC
Dr Gayle Cooney	Vice Chair of the Area Psychology Committee
Dr Ruth Hamilton	Chair of the Area Allied Health Professionals & Healthcare Scientists Committee
Dr Cerys MacGillivray	Vice Chair of the Area Clinical Forum
Dr Simon Kidd	Chair of Area Dental Committee
Dr Anita Belbin	Vice Chair of the Area Dental Committee
Mr Peter Ivins	Chair of the Area Optometric Committee
Mr Ian Millar	Chair of the Area Pharmaceutical Committee
Ms Pamela Joannidis	Acting Associate Nurse Director, Infection Prevention and Control

(Co-opted in August 2019 for Infection Prevention and Control advice)

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Ms Kathy Kenmuir	Vice Chair of the Area Nursing and Midwifery Committee
Ms Lorraine Kelso	Vice Chair of Area Nursing and Midwifery Committee
Dr Lesley Rousselet	Vice Chair of the Area Optometric Committee
Dr David McColl	Co-Chair of the Area Dental Committee
Ms Julie Tomlinson	Chair of the Area Nursing and Midwifery Committee
Dr Ron Alexander	Vice Chair of the AMC

IN ATTENDANCE

Chief Executive - Ms Jane Grant
Medical Director - Dr Jennifer Armstrong
Director of Nursing - Dr Margaret McGuire
Director of Public Health - Dr Linda De Caestecker
Chief Operating Officer – Mr Jonathan Best
Deputy Director of HR and OD - Ms Nareen Owens
Director related to COVID-19 Vaccinations – Ms Anne Harkness
Director of Pharmacy – Ms Gail Caldwell
Associate Director of Planning - Ms Fiona McKay
Director of AHPs – Ms Fiona Smith
Deputy Nursing Director (Acute) – Ms Angela O’Neil
Chief Officer, Glasgow City HSCP- Ms Susanne Millar
Chief Officer, East Dunbartonshire HSCP - Ms Caroline Sinclair
Chief Officer – Ms Beth Culshaw
Chief Officer - Ms Julie Murray
Charge Nurse / Royal Hospital for Children – Ms Louise Bell
Lead Nurse for Professional Governance – Ms Sandra Blades
Deputy Head of Administration - Mr Graeme Forrester
Secretariat Manager - Ms Geraldine Mathew

3.3 Meetings

The Committee met on eight occasions during the period from 1 April 2020 to 31 March 2021 on the undernoted dates:

- 1st April 2020
- 1st May 2020
- 28th May 2020
- 3rd July 2020
- 13th August 2020
- 8th October 2020
- 10th December 2020
- 11th February 2021

The attendance schedule is attached at Appendix 1.

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All meetings of the Area Clinical Forum Governance Committee were quorate.

3.4 Business

The Committee considered both routine and specific work areas during the financial year 2020/2021. Areas considered included:

- COVID- 19 Vaccination Programme
- Recovery Plan 2021/2022
- Redesign of Unscheduled Care
- Staff Wellbeing and Resilience
- Adult and Child Protection
- Royal Hospital for Children
- Mental Health Remobilisation
- Care Home Governance and Assurance
- QEUH/RHC Infection Control Case Review

Full details of the business items considered are attached at Appendix 2.

Minutes of the meetings of the Committee have been timeously submitted to the Board for its information.

4. OUTCOMES

Through the financial year the Committee were presented with various items and these can be summarised as follows:-

COVID- 19 Vaccination Programme

Prof Linda de Caestecker, Director of Public Health provided an update on the current position in respect of the COVID-19 Vaccination Programme. She reported that the COVID-19 vaccination rollout had progressed very well and noted the amazing work carried out by the staff at the Vaccination Centres. The Area Clinical Forum were content to note the update and were assured by the information provided.

Recovery Plan 21/22

The Area Clinical Forum received a presentation the Associate Director of Planning, Ms Fiona MacKay, which provided an overview of the work being undertaken to develop the Remobilisation Plan, which represented an update and further iteration of the existing Remobilisation Plans to remobilise, recover and redesign. Ms MacKay outlined a year-long recovery plan highlighting the

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overarching principles in planning with strategic direction and the fast pace of Moving Forward Together (MFT) including e-health; WOS Scotland Trauma Network; Redesign of Urgent Care and the removal of barriers between primary and secondary care. The Area Clinical Forum were assured by the information provided.

Redesign of Unscheduled Care

Dr Jennifer Armstrong, Medical Director and Mr Jonathan Best, Chief Operating Officer provided a presentation regarding “Redesigning Urgent Care in NHS GGC”. Dr Armstrong provided an overview of the Government’s Programme for Scotland and described the pathways within Urgent Care Flows. Mr Best provided an overview of the Flow Navigational Centre (FNC) and the redesign of ED with the aim to deliver “Right Care, Right Place, Right Time, First Time”. He noted the key principles for the FNC would be to provide rapid access, schedule of appropriate urgent care appointments and to maximise the utilisation of Near Me and telephone appointments. The Forum made positive comment about the approach, and felt that this work represented positive developments in NHS GGC.

Staff Wellbeing and Resilience

Ms Anne MacPherson, Director of Human Resources and Organisational Development provided a presentation regarding “Supporting Mental Health and Wellbeing in the Work Place”. Ms MacPherson provided an overview of NHS GGC Workforce Data and explained that sickness and absence remained high with long term absence due to anxiety and depression due to the COVID-19 pandemic. Ms MacPherson noted Mental Health Awareness would be the key theme for 2021 from the COVID-19 pandemic.

Adult and Child Protection

The Area Clinical Forum was asked to consider the paper “Corporate Assurance and Performance for February to April 2020” presented by Dr Margaret McGuire, Nursing Director. Dr McGuire provided an update on key performance and assurance activity associated with Child and Adult Protection responsibilities. The Area Clinical Forum were content to note data provided from the papers within the reports.

Royal Hospital for Children

Ms Louise Bell, Senior Charge Nurse, Royal Hospital for Sick Children (RHC) provided a presentation on a range of service improvement work “Royal Hospital for Children at a Glance”. Ms Bell provided an overview of a day in the life at the RHC and updated on a variety of staff and services available. Ms Bell highlighted the quality improvement measures that had been established with an overview of daily staff huddles / briefs for patient safety and outlined the focus of safety, prediction and flow within paediatric wards. Ms Bell summarised the “What Matters to me” strategy which provided person centred care and created family confidence to alleviate anxiety with positive and negative feedback for wards and staff. The Forum were content to note

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the presentation and the positive encouraging patient experience and person family centred work at the RHC.

Mental Health Remobilisation

Ms Miller, Chief Officer provided an overview of the Mental Health remobilisation plans and noted the ongoing work with digital solutions within community Mental Health and triage / reprioritisation. Ms Millar provided an update related to the Child and Adolescent Mental Health Services (CAMHS) waiting list initiatives and the implementation of Consultant Connect. Ms Millar highlighted the balance between remobilisation and the increased demand of Mental Health Services and would develop an approach as demand would intermittently increase with COVID-19 lockdown measures.

Care Homes Governance and Assurance

The Area Clinical Forum received an overview from Dr McGuire, Nursing Director, of the requirements set out by the Cabinet Secretary of the Scottish Government and outlined the immediate actions and longer term supporting structure to protect residents and staff in care homes. Dr McGuire advised that care homes had been particularly receptive to governance and assurance measures from a health perspective and welcomed the support provided by NHSGGC. She noted that all care homes held daily huddles to record all COVID-19 testing for staff and residents in care homes. The Area Clinical Forum were assured by the information provided.

QEUH/RHC Infection Control Case Note Review and Independent Review

The ACF received an overview of the work undertaken with respect of the action plans related to both the QEUH/RHC Independent Review and the QEUH/RHC Case Note Review, including the key lessons to be learned from the reports and actions with recommendations for NHSGGC and NHS Scotland. Members agreed that this would remain as a standing agenda item on the agenda.

5. CONCLUSION

STATEMENT OF ASSURANCE

As current Chair of the Area Clinical Forum (since 1st July 2021), and having been a member of the Area Clinical Forum and in attendance during the period of April 2020 to March 2021, I am satisfied that the integrated approach, the frequency of meetings, the breadth of the business undertaken, and the range of attendees at meetings of the Committee has allowed us to fulfil our remit as detailed in Standing Orders. As a result of the work undertaken during the year, I can confirm that adequate and effective governance arrangements were in place across NHS Greater Glasgow and Clyde during the year.

I would again pay tribute to the dedication and commitment of fellow members of the Committee and to all attendees. This past year has seen many changes to the Area Clinical Forum. I would thank all those members of staff who have

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prepared reports and attended meetings of the Forum and NHSGGC for their excellent support of the Committee.

Dr Lesley Rousselet

Chairperson

On behalf of AREA CLINICAL FORUM GOVERNANCE COMMITTEE

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APPENDIX 1

AREA CLINICAL FORUM GOVERNANCE COMMITTEE ATTENDANCE RECORD – 2020/21

PRESENT

NAME	POSITION	ORGANISATION	01/04/20	01/05/20	28/05/20	03/07/20	13/08/20	08/10/20	10/12/20	11/02/21
Mrs Audrey Thompson	Chair (until 30 th June 2021)	NHSGGC	P	P	P	P	P	P	P	P
Dr Cerys MacGillivray	Vice Chair	NHSGGC	AA	P	P	P	P	P	P	AA
Dr Alastair Taylor	Chair AMC	NHSGGC	P	P	P	AA	P	P	AA	P
Dr Yas Aljubouri	Co-Chair ADC	NHSGGC	A	A	A	A	A	A	A	A
Dr Gayle Cooney	Vice Chair APsychC	NHSGGC	P	AA	P	AA	P	P	P	P
Dr Ruth Hamilton	Chair AAHP&HCS	NHSGGC	P	P	P	P	AA	P	P	P
Mr Peter Ivins	Chair AOC	NHSGGC	P	P	P	P	AA	A	P	A
Mr Ian Millar	Chair APC	NHSGGC	P	AA	A	AA	P	P	P	P
Ms Kathy Kenmuir	Vice Chair the AMNC	NHSGGC	AA	P	P	P	A	A	A	A
Dr Lesley Rousselet	Chair (from 1 st July 2021)	NHSGGC	P	P	AA	AA	P	P	P	P
Dr David McColl	Co-Chair ADC	NHSGGC	A	P	P	P	AA	AA	P	P
Ms Julie Tomlinson	Chair AMNC	NHSGGC	A	AA	AA	P	P	P	P	P

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Ms Lorraine Kelso	Vice Chair of ANMC	NHSGGC	-	-	-	-	-	-	AA	P
Ms Heather Cameron	Chief AHP	NHSGGC	P	P	-	-	-	-	-	-
Ms Pamela Joannidis	Acting Associate Nurse Director – Infection Prevention and Control Team	NHSGGC	-	-	AA	-	P	P	P	P

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IN ATTENDANCE

NAME	POSITION	ORGANISATION	01/04/20	01/05/20	28/05/20	03/07/20	13/08/20	08/10/20	10/12/20	11/02/21
IN ATTENDANCE										
Ms Jane Grant	Chief Executive	NHSGGC	P	P	P	P	P	P	P	P
Dr Jennifer Armstrong	Medical Director	NHSGGC	P	P	P	P	P	P	P	P
Dr Margaret McGuire	Director of Nursing	NHSGGC	P	P	P	P	P	AA	P	P
Prof John Brown CBE	Chairman	NHSGGC	P	-	-	-	-	-	-	P
Prof Linda De Caestecker	Director of Public Health	NHSGGC	-	P	-	-	-	-	-	P
Ms Anne Harkness	Director related to COVID-19 Vaccinations	NHSGCC	-	-	-	-	-	-	-	P
Ms Beth Culshaw	Chief Officer	West Dunbartonshire HSCP	-	-	-	-	-	-	P	-
Mr Graeme Forrester	Deputy Head of Administration	NHSGGC	-	-	-	-	-	-	P	-
Mr Jonathan Best	Chief Operating Officer	NHSGGC	P	P	P	P	AA	P	P	P
Ms Susanne Millar	Interim Chief Officer	Glasgow HSCP	-	-	-	-	-	P	-	-
Ms Gail Caldwell	Director of Pharmacy	NHSGGC	-	P	AA	P	P	P	AA	AA

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Ms Caroline Sinclair	Interim Chief Officer	NHSGGC	-	-	-	P	-	-	-	-
Ms Nareen Owens	Deputy Director of HR and OD	NHSGCC	-	-	-	-	-	-	-	P
Ms Julie Murray	Chief Officer	NHSGGC	-	-	-	-	P	-	-	P
Ms Fiona Smith	Director of AHPs	NHSGGC	-	-	-	-	-	P	P	P
Ms Fiona McKay	Associate Director of Planning	NHSGCC	-	-	-	-	-	-	-	P
Ms Anne MacPherson	Director of HR and OD	NHSGCC	-	-	-	-	-	-	P	-
Ms Sandra Blades	Lead Nurse for Professional Governance and Regulation	NHSGCC	-	-	-	-	-	P	-	-
Ms Louise Bell	Charge Nurse / Royal Hospital for Children	NHSGCC	-	-	-	-	-	P	-	-
Ms Geraldine Matthew	Secretariat Manager	NHSGGC	-	-	-	-	-	-	-	P
Ms Lorraine Bulloch	Secretariat	NHSGGC	P	P	P	P	P	P	P	-

Key

P – Present

A – Absent – no apologies received

AA – Absent – apologies received

- Attendance not required

**AREA CLINICAL FORM GOVERNANCE COMMITTEE
SCHEDULE OF BUSINESS CONSIDERED 2020/21**

DATE OF MEETING	TITLE OF BUSINESS DISCUSSED
1 st April 2020	<p>Agenda</p> <ul style="list-style-type: none"> • Update from the Chief Executive on ongoing Business • Weekly update to Board members by the Chief Executive • Correspondence from Area Medical Committee • Correspondence from Area Optometric Committee • Feedback from Area Pharmaceutical Committee – Availability Testing of Community Pharmacy
1 st May 2020	<p>Matters Arising</p> <ul style="list-style-type: none"> • Optometry Update <p>Agenda</p> <ul style="list-style-type: none"> • Update on Current Activity Levels in Acute Sites • Update from the Chief Executive on ongoing Board Business • Weekly update to Board members by the Chief Executive • Person Centred Virtual Visiting S.O.P. • Confirmation of Death • Care Homes • Staff Testing • Recovery Plan • Brief Update from Each Advisory Committee on Salient Business Points and Minutes to note
28 th May 2020	<p>Agenda</p> <ul style="list-style-type: none"> • Update on Current Activity Levels • Update from the Chief Executive on ongoing Board Business including weekly update to Board members • Recovery Planning • Paediatric General Anaesthetic • Community Optometry Recovery Plans and Cooperation with Ophthalmology • Brief Update from Each Advisory Committee on Salient Business Points and Minutes to note
3 rd July 2020	<p>Matters Arising</p> <ul style="list-style-type: none"> • Area Dental Committee • Whistleblowing Review <p>Agenda</p> <ul style="list-style-type: none"> • Update on Current Activity Levels

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DATE OF MEETING	TITLE OF BUSINESS DISCUSSED
	<ul style="list-style-type: none"> • Update from the Chief Executive on ongoing Board Business including weekly update to Board members • Recovery Planning • Brief Update from Each Advisory Committee on Salient Business Points and Minutes to note
13 th August 2020	<p>Matters Arising</p> <ul style="list-style-type: none"> • Rolling Action <p>Agenda</p> <ul style="list-style-type: none"> • Update from the Chief Executive on ongoing Board Business • Flu Vaccination • Care Homes Governance and Assurance • Recovery Planning • Adult and Child Protection • ACF Member Priorities • Brief Update from Each Advisory Committee on Salient Business Points and Minutes to note
8 th October 2020	<p>Matters Arising</p> <ul style="list-style-type: none"> • Rolling Action <p>Agenda</p> <ul style="list-style-type: none"> • Update from the Chief Executive on Ongoing Board Business • Care homes • Flu Vaccination • Mental Health Remobilisation • Winter Planning • ACF Member Priorities and Corporate Risk Register • Annual Report • Brief Update from Each Advisory Committee on Salient Business Points and Minutes to note <p>Presentation</p> <ul style="list-style-type: none"> • Royal Hospital for Children – At a Glance
10 th December 2020	<p>Matters Arising</p> <ul style="list-style-type: none"> • Rolling Action • Health Care Science Lead Update • Medical Devices Update <p>Agenda</p> <ul style="list-style-type: none"> • Update from the Chief Executive on COVID-19 and Ongoing Board Business • Care homes

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DATE OF MEETING	TITLE OF BUSINESS DISCUSSED
	<ul style="list-style-type: none"> • Flu and COVID-19 Vaccination Update • Brief Update from Each Advisory Committee on Salient Business Points and Minutes to note <p>Presentations</p> <ul style="list-style-type: none"> • Staff Wellbeing and Resilience • Redesign of Unscheduled Care
<p>11th February 2021</p>	<p>Matters Arising</p> <ul style="list-style-type: none"> • Rolling Action <p>Agenda</p> <ul style="list-style-type: none"> • COVID-19 Vaccination • Update from the Chief Executive on COVID-19 and Ongoing Board Business • Unscheduled Care Update • Care homes Update • Brief Update from Each Advisory Committee on Salient Business Points and Minutes to note <p>Presentation</p> <ul style="list-style-type: none"> • Recovery Plan 21/22: seeking views