Corporate Governance Quarter Two Report 2025/26



1. Governance

## 2.3 Assessment

The Board continued to meet regularly within a hybrid model. In total 18 papers were presented to NHS GJ Board for approval during Quarter 2. These were:

* Integrated Performance Report
* Whistleblowing Q1 2025/26
* Health and Safety Q1 2025/26
* Health and Care Staffing Programme Q1 Report 2025-26
* Annual Learning Summary
* Corporate Objective 2025/26
* People Highlight Annual Report
* Workforce Monitoring Report 2023/24
* Workforce Monitoring Report 2024/25
* Communication Strategic Plan 2025/2030
* Corporate Governance Q1 Report
* NHS GJ Anti-Racism Action Plan
* Financial Summary Report, Month 3 (as at 30 June 2025)
* Capital Plan 2025/26
* Annual Delivery Plan Update Q1 Review
* Strategic Risk Register
* Procurement Annual Report
* Digital Services Annual Report 2024/25

In total 8 papers were presented to NHS GJ Board Private Session for approval during Quarter One. These were:

* NHS GJ Governance Committees Annual Reports for 2024/25
* Draft Governance Statement
* NHS Golden Jubilee Annual Report and Accounts 2024/25 (Final)
* Letter of Representation
* Ministerial Review Update
* Performance Report
* Hotel and Conference Centre Update (Strategy and Finance)
* Corporate Governance – Board Member Responsibilities and Membership

During this quarter, the Board was informed of the unfortunate passing of two of our valued staff colleagues, John McCann and June McNiven. The Board extended their heartfelt condolences and deepest sympathies to the families, friends and colleagues of both John and June. Their contributions and presence within the organisation will be profoundly missed.

A third school careers event was held in September. The event was a wonderful success, with a significant increase in attendance compared to the previous year. We also received positive feedback from both students and parents.

1. Non-Executive Directors
2. Governance

Recently, the Board bid a heartfelt farewell to our esteemed Non-Executive Directors, Marcella Boyle and Morag Brown. We extend our deepest gratitude to them both for their unwavering hard work and dedication during their tenure with NHS Golden Jubilee. Their contributions have been invaluable and they will be greatly missed.

In light of their departure, we conducted interviews in July 2025 to fill the two Non-Executive Director positions. We are looking forward to the new perspectives and energy that the incoming Non Executive Directors will bring to our organisation.

The Board Chair attended the opening of the NHS Golden Jubilee library and presented to the photograph competition winners.

NHS Board Chairs met with the Cabinet Secretary on 23 July 2025.

The Board Chair and Chief Executive met with Dame Jackie Baillie, MSP.

The Board Chair attended the Annual Board Chairs Development Session on 25 and 26 September 2025.



The Chair of Staff Governance Person Centred Committee received an update on Agenda for Change and noted the continued excellent progress made in the Band 5 Review. The Committee approved several important papers, including the People Highlight Annual Report and the Staff Governance Action Plan. These documents are crucial for guiding our efforts and ensuring we remain on track with our goals.



The Chair of Finance and Performance Committee reflected on the excellent operational performance and noted the earlier projections for the third CT Scanner becoming operational. Additionally, there had been a significant reduction in the number of people waiting more than 52 weeks for Cardiac and Thoracic surgery, which is a great achievement. The Committee approved the Corporate Objectives for 2025/2026, Strategic Risk Register and Procurement Strategy for 2024-2027. These approvals are essential for our continued success and strategic direction.



The Chair of Clinical Governance Committee received the Digital Governance Annual Update for 2024/25 and was advised that Key Performance Indicators for Digital Governance were currently sitting at 91%, which is a very positive update and testament to the hard work and dedication from the team. The Committee received a heartwarming Patient Story about a positive patient experience whilst undergoing a Valve Replacement procedure.



The Chair of Audit and Risk Committee received various Audit Progress reports and recognised the substantial amount of work that has been achieved. The Committee recognised the significant volume of work that has been undertaken by the Committee within the annual report. This acknowledgement is a testament to the hard work and commitment shown by everyone involved.

1. Non-Executive Directors
2. Board Development

**3.0 Board Development**

Board development is a key priority and to support this a Board Seminar took place on 31 July 2025 which focussed on the NHS GJ Sponsorship Team, Work Task Order Update for the Hospital Expansion Programme and a continuation of the Risk Management review.

The Board completed the iMatter Action Plan and have shared this with the organisation.

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AI-generated content may be incorrect.**To support the Board’s visibility from the iMatter Action Plan, walkrounds commenced and visits were made to the following departments:

* Procurement
* Orthopaedics
* Research Institute

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

1. Executive Directors
2. Non-Executive Directors

Executive Director Appraisals were carried out during June 2025 and the Executive Directors developed the Corporate Objectives for 2025/26.

NHS Golden Jubilee’s current Chief Executive, Gordon James, has been given a 12-month opportunity to lead NHS Ayrshire and Arran through a Service Level Agreement. As a result, the Board agreed at its meeting on 31 July 2025, for our Deputy Chief Executive, Carolynne O’Connor, to step into the role of Chief Executive and Accountable Officer for the duration of this period.

Given this unique situation, where the outgoing Chief Executive temporarily moved to NHS Ayrshire and Arran and the new Chief Executive has temporarily moved into her role, it became necessary to appoint a temporary Deputy Chief Executive and Director of Operations to ensure continued stability and focus on delivering our Annual Delivery Plan. In August 2025, Laura Smith was appointed as Interim Deputy Chief Executive and Director of People and Culture, while Lynne Ayton took on the role of Interim Director of Operations.

During Quarter Two, our Chief Executive attended several important meetings, including Board Chief Executive Meetings, Planned Care Meetings, a meeting with the First Minister, and a meeting with Christine McLaughlin, Chief Operating Officer. Additionally, the Board Chair, Chief Executive, and Director of People and Culture met with Fiona Hogg, Chief People Officer, to discuss Executive Grade Pay, as many of the Senior Managers on Agenda for Change Terms and Conditions are currently being rewarded more than the majority of the Executive Team.

Our Executive Directors also attended the Kindness Matters Event and continued to support the monthly All Staff meetings, demonstrating our commitment to fostering a positive and inclusive work environment.

Executive Appraisals for 2024/25 have been completed and signed off by the Remuneration Committee, which commended the Executive Directors for their outstanding work during what has been an exceptional year for NHS Golden Jubilee.

1. Corporate Governance

After a thorough engagement process, alongside the Kindness Matters workshops and Board Strategy, the Board approved the Corporate Objectives for 2025/26. A new approach had been taken this year when aligning each Executives objectives to ensure clear linkage to the Corporate Objectives which ensured there were no gaps.

Executive Directors lead on the monthly All Staff Sessions which are well attended and received positively by staff. Some of the items discussed were:

* Welcome from Chief Executive
* Achieving the Balance
* Capital Plan 2025/26
* Car Park Safety
* Communications – Look forward
* iMatter Update
* Kindness Matters
* NHS Scotland Update
* Regional Diagnostics Centre Commission
* Thoracic Surgrey
* What Matters to You

All Staff Sessions end with a patient’s story and are also well received by staff.

1. Blueprint for Good Governance – Second Edition



The Blueprint for Good Governance – Second Edition (“the Blueprint”) sets an expectation that each Board’s governance arrangements will be subject to a systematic evaluation annually via a self-assessment exercise and once every three years by someone external to the Board.

The Blueprint for Good Governance Implementation Plan was approved in March 2025 with all actions completed.

1. Directors Letters

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There were a total of 2 Directors Letters (DLs) received during Quarter 2, which are detailed in below and have now been closed.

* DL (2025) 20 – High Consequence Infectious Disease (HCID) Personal Protective Equipment (PPE) Addendum.
* DL (2025) 21 – Job Planning guidance – for the attention and dissemination of those involved.

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

1. Other Communications

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

* PCS(ESM) 2025/2 Additional responsibility for Nurse Directors – applies only to national boards.
* PCS(2025)/1 – Reduction in the full time working week for Agenda for Change Staff.

**Funding Letters**

* NHS GJ Foundation Allocations – Update
* Confirmation of Additional Planned Care Funding 2025/26 Non-Recurring for the delivery of additional electrophysiology procedures

**Letters**

* GJNUH 2025-26 Annual Delivery Plan Approval Letter
* Letter from Chief Surveyor – SPFM
* ABPI Common Understanding 2025 Guidance document
* Safe Delivery of Care inspection Programme for 2025/26 update from HIS
* 2025-26 NHS Golden Jubilee Quarter One 2025-26 Review
* National Records of Scotland – Scotland’s Census 2031: Topic Consultation
* NHS Scotland COO Confirmation of Additional Planned Care Funding 2025-26 Non-Recurring for the delivery of additional electrophysiology procedures
* Letter from Cabinet Secretary to update on the Work to Improve the Quality and Timeliness of Significant Adverse Events

**Guidance**

* There were no items of note in the reporting period.

**Chief Medical Officer (CMOs)**

* SGHD/CMO(2025)6 Updated – Seasonal Influenza |(FLU) Immunisation Programme 2025/26 : Confirmation of Adult and Children Cohorts
* Introduction of Varicella (Chickenpox) Vaccine
* Respiratory Syncytial Virus (RSV) Monoclonal Antibody Programme

Relevant communications have been shared with Partnership Forum and discussed within the Staff Governance and Committee meetings.