

Corporate Governance Quarter Three Report Oct-Dec 2025/26



1. Governance

The Board continued to meet regularly within a hybrid model. In total 22 papers were presented to NHS GJ Board for approval during Quarter 3. These were:

- Whistleblowing Q2 2025/26
- Health and Safety Q2 2025/26
- Health and Care Staffing Programme Q2 Report 2025-26
- Whole System Infrastructure Planning Update
- Board Performance Report
- Centre for Sustainable Delivery Financial 6 Monthly Update
- NHS Scotland Academy Financial 6 Monthly Update
- Feedback Q2 Report
- Corporate Governance Q2 Report
- Healthcare Associated Infection Report
- Clinical Education Annual Report
- Workforce Performance Report
- Operational Performance Report
- Financial Summary Report
- Capital Position 2025/26
- Annual Delivery Plan Q2 Update
- Climate Emergency Sustainability Annual Report 2024/25
- Public Bodies Climate Change Duties Report 2024/25
- Centre for Sustainable Delivery – Core Programme Updates and Assurance Statement
- Strategic Risk Register
- People Update (Mid Year Report)
- Core Decarbonisation Capital Funding

In total 7 papers were presented to NHS GJ Board Private Session for approval during Quarter 3. These were:

- Board Performance Report
- NHS GJ Board and Governance Meetings 2026/27
- Financial Summary Report
- Internal Audit Contract Renewal
- NHS GJ Hotel and Conference Centre Update
- Corporate Governance – Board Member Responsibilities and Membership
- Board and Governance Meetings Protocol

During this quarter, several Board Members attended the launch of NHS GJ's Anti-Racism Plan which was led by Dr Gwenetta Curry from University of Edinburgh. The event was a resounding success, with positive feedback received.

During this quarter NHS Golden Jubilee held its Ministerial Review on 3 November 2025 which was a great success with positive feedback being received.

2. Non-Executive Directors

Recently, the Board welcomed Steve Plummer and David McClelland to their first Board official meeting as Non-Executive Directors. Both commenced their first term on 1 October 2025.



The Board bid a heartfelt farewell to Jane Christie-Flight prior to her retiring on 31 December 2025 after 15 years service as Employee Director, and welcomed our incoming Employee Director, Stuart Burnside who would commence with the Board on 1 January 2026.

Board Chair



The Board Chair was a keynote speaker at the NHS Scotland Disability Leadership Event.

The Chair also attended a Briefing on the Reform Agenda and NHS GJ AHP Conference.

NHS Board Chairs met with the Cabinet Secretary on 12 December 2025.

Committee Chairs



The Chair of Staff Governance Person Centred Committee received an update on several papers, including Kindness Matters, Agenda for Change and People Update (Mid-Year Report). The Committee approved several important papers, including the Staff Governance Action Plan, Policy Tracker Update and Strategic Risk Register.



The Chair of Finance and Performance Committee reflected on the excellent operational performance and noted the third CT Scanner had been installed. 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 several reports such as the Financial Summary Report for Month 5, Capital Position 2025/26 and Public Bodies Climate Change Duties Report 2024/25.



The Chair of Clinical Governance Committee received a comprehensive presentation from Mo Asif, Consultant Thoracic Surgeon, on the service provision for Thoracic care. The Committee received detailed insights on how patients were assessed and treated. The Committee commended the Day of Surgery Admission rates, the results received with robotic surgeries and the proactive handling of High Dependency Unit utilisation through the operational route. The Committee received a heart-warming Patient Story about a positive patient experience whilst undergoing a Total Knee Replacement.



The Chair of Audit and Risk Committee acknowledged the progress achieved on the National Fraud Initiative Report, the Tender Waivers Q2 Report and the NIS Audit and Cyber Update. The Committee noted the progress made on the Internal Audit tracker. The Committee was advised that all aspects of the External Audit were proceeding satisfactorily.



The Chair of Strategic Portfolio Governance Committee noted the movement and progression in the Digital Improvement Plan and specifically commended the completion of the Digital Dermatology project under CfSD and its transition from project to service. The Committee approved the Assurance Statement and noted the Core Programme Updates including Risk and Issues

3. Board Development

Board development is a key priority and to support this Board Seminar's took place on 2 October 2025, 30 October 2025 and 16 December 2025. Board Seminar on 2 October focussed on Clinical Governance Review, Financial Savings Plan 2025/26 and NHS GJ Annual Review. On 30 October the Board Seminar focussed on iMatter Results as well as holding a Risk Workshop and Self-Assessment on Compliance. At the Seminar on 16 December, the Board discussed the establishment of the Scotland West Strategic Planning and Delivery Committee, Nursing Alignment with Board Strategy, an update on the Board's iMatter Action Plan and a Review of Board Business.

To support the Board's visibility from the iMatter Action Plan, walkrounds were conducted with the following department:

- Booking Office
- Digital and e-Health
- Corporate Governance



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

4. Executive Directors

During Quarter Three, our Chief Executive attended several important meetings, including Board Chief Executive Meetings, Planned Care Meetings and an Improving Flow Workstream Board Meeting. Additionally our Chief Executive met with Peter Hissett, Chief Executive, West Dunbartonshire Council and Brian Forbes, AstraZeneca.

Along with the Chief Executive, Executive Directors met monthly with staff at the All Staff Session held, which was well attended, positively received by staff and covered the following topics:

- Whole Site Review
- Vaccination Plan
- Safe Mobilisation / Falls
- Dementia and Delirium Care
- Cyber Security
- Sub National Planning
- Climate Change and Sustainability
- Kindness Matters
- Forward Look
- Patient Story

5. Celebrations



On Thursday 20 November, we celebrated with staff at the Our People Awards ceremony which was held in the Hotel. Each year our People Awards recognises the incredible efforts of our staff for the inspirational work they carry out of the people across Scotland. Several of the Executive and Non-Executive Directors joined the celebration and presented the awards to the winners.

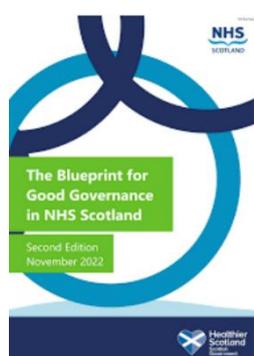
5. Corporate Governance

NHS Golden Jubilee's Annual Review took place on 3 November 2025, attended by Neil Gray MSP, Cabinet Secretary for Health and Social Care and Christine McLaughlin, Chief Operating Officer and Deputy Chief Executive, NHS Scotland.

This Annual Review provided an opportunity for staff and members of the public to hear an update on organisation's performance. The session covered achievements and challenges from the past year, future priorities and how NHS Golden Jubilee continues to meet national standards and local targets.

The itinerary of the day included meetings with Partnership Forum, Clinical and Patient sessions, a public session and a private session with the Board Chair and Chief Executive. It was particularly positive to note that patient feedback had been actively considered and that NHS Golden Jubilee was recognised as a valued national service.

6. 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.

7. Directors Letters

The Scottish Government
Health Workforce Directorate and
Directorate for Population Health



Scottish Government
Riaghaltas na h-Alba
gov.scot

There were a total of 5 Directors Letters (DLs) received during Quarter 3, which are detailed in below and have now been closed or due for discussion at the February ELT meeting.

- DL(2025)22 – Supplementary Staffing – Allied Health Professions (AHP) Controls
- DL(2025)23 – Supplementary Staffing – Nurse Agency Controls
- DL(2025)25 – Co-operation and Planning Directions 2025 and Guidance
- DL(2025)26 – For Change (AfC) Protected Learning Time Commitment (Statutory Mandatory Modules)
- DL(2025)28 – Winter Infection, Prevention and Control (IPC) in Healthcare Settings 2025-26.

If you wish to view any of the DLs then please use the following web address:
<https://www.publications.scot.nhs.uk/>

8. Other Communications

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

- PCS(MD)2025-01 – Medical Directors Pay
- PCS(AFC)2025/7 – Compensatory Rest for AfC Staff Undertaking on Call Duties
- PCF(AFC)2025/8 – Reduction in the Working Week for Agenda for Change Staff in NHS Scotland

Funding Letters

- NHS GJ Foundation Allocations – Update
- Confirmation of Programme Expansion and Adoption of New Game – NHS Green Healthcare Scotland (CfSD)

Letters

- Sub National Planning
- Confirmation of Programme Expansion and Adoption of New Game – NHS Green Healthcare Scotland (CfSD)
- iMatter health and Social Care Staff Experience Report
- Surge and Winter Preparedness in Health and Social Care Services
- Planning for Possible Industrial Action – Resident Doctors
- NHS Golden Jubilee 2025-26 Quarter Two Finance Review
- Implementation of the Supreme Court Judgement
- Protecting Children from Harm – Retention of Relevant Records

Guidance

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

Chief Medical Officer (CMOs)

- SGHD CMO (2025) 18 – Getting it Right First Time (GIRFT) Review of Tuberculosis (TB) in Scotland
- Update on the work to improve quality and timeliness of significant adverse events.
- Seasonal Influenza 2025-26: Current Epidemiology Potential Implications and use of influenza antivirals
- Scottish Government – Armed Forces Veterans Recognition Scheme

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