



# NHS Golden Jubilee

Meeting:	NHS Golden Jubilee Board
Meeting date:	26 February 2026
Title:	NHS Golden Jubilee's Ministerial Annual Review 2025 – Minister's Letter
Responsible Executive/Non-Executive:	Carolynne O'Connor, Chief Executive
Report Author:	Nicki Hamer, Head of Corporate Governance and Board Secretary

## 1 Purpose

This is presented to NHS Golden Jubilee Board for:

- Awareness

This report relates to a:

- Annual Delivery Plan
- Government policy/directive
- Legal Requirement

This aligns to the following NHS Scotland quality ambition(s):

- Safe
- Effective
- Person Centred

This aligns to all of NHSGJ Corporate Objectives

## 2 Report summary

### 2.1 Situation

On 26 November 2025, the Board received a letter from Neil Gray, Cabinet Secretary for Health and Social Care addressed to the Chair of NHS Golden Jubilee summarising the Ministerial Review visit on 3 November 2025. During the Annual Review, he was supported by Christine McLaughlin, Chief Operating Officer and Deputy Chief Executive of NHS Scotland. The Cabinet Secretary expressed gratitude to everyone involved in the event, both in-person and virtually and noted the day was highly informative.

### 2.2 Background

The Annual Review programme comprised of:

- meeting with Partnership Forum
- meeting with clinical leaders
- meeting with patients/carers
- annual review public session;

## 2.3 Assessment

Some of the highlights within the letter:

- Strong Partnership relationships were apparent recognising staff commitment amid ongoing pressures and engagement in strategic workforce planning and staff wellbeing being a highlight, including effort to retain overseas staff and investment in continued medical education.
- Acknowledgement of long service of current Employee Director, Jane Christie-Flight who was retiring.
- Clinical leaders showcased valuable work in service areas and in innovation and were thanked for their achievements.
- Valued patient and carers feedback, noting experiences were positive and reflected high quality care.
- Video on achievements and challenges during the year that focused on resilience, recovery and renewal. Thanks were given to the Board, partners and audience for their engagement.
- Finance breakeven delivered in 2024/25 after realising £10.5 million in savings with continued commitment to financial sustainability and recurring efficiencies.
- Workforce wellbeing and dedication. Substantial reduction in reliance on agency staff within Nursing and the NHS Scotland Academy delivering training to over 12,500 learners.
- Met core and National Treatment Centre activity targets whilst increasing capacity.
- Centre for Sustainable Delivery supported improved planning and efficiency, in particular within planned care
- NHS Golden Jubilee will play a key role in the pilot for lung cancer screening in 2027.

The Board agrees to follow up on the following areas of focus:

- Delivery recurring savings and manage cost pressures
- Recruitment and retention in key clinical roles with reliance on locums and rising supply costs
- Communication needs of patients
- Public transport to the hospital
- Car park availability
- External review of SACCS actions to be followed up

### 2.3.1 Quality/ Patient Care

Patients and carers reported mostly positive experiences of high-quality local care.

### 2.3.2 Workforce

Wellbeing and resilience actions were commended with continued shift from agency to bank staffing welcomed, to ensure a sustained safe-staffing approach. Recruitment and retention remains challenging in some staff areas.

**2.3.3 Financial**

2024/25 Breakeven achieved with £10.5 million in savings.

**2.3.4 Risk Assessment/Management**

Some of the risk discussed during Annual Review was around the capacity to deliver on waiting times, workforce risk (vacancies, costs, wellbeing) and digital integration.

**2.3.5 Equality and Diversity, including health inequalities**

Actions support the Public Sector Equality Duty and Fairer Scotland Duty via patient and carer recognition, communications appropriate to individual needs, and continued emphasis on equitable access for remote and rural populations.

**2.3.6 Climate Emergency and Sustainability**

While this paper has no direct environmental impact, its implementation will ensure that sustainability metrics and reporting are consistently incorporated into assurance processes, supporting NHS Golden Jubilee's commitments under the NHS Scotland Climate Emergency and Sustainability Strategy.

**2.3.7 Other impacts**

There are no other impacts from this report.

**2.3.8 Communication, involvement, engagement and consultation**

Extensive engagement evidenced through Partnership Forum, clinical leaders, patients/carers session, public session and private session with Chair and Chief Executive.

**2.3.9 Route to the Meeting**

This report has not been previously considered by any meetings as part of its development.

**2.4 Recommendation**

NHS Golden Jubilee Board is asked to:

- **Awareness – for noting**

Members are asked to note the Minister's feedback, the identified strengths and the focused priorities for the coming period and to support continued delivery via established governance routes.

**3 List of appendices**

The following appendices are included with this report:

Appendix No 1, Minister's Annual Review Letter – Letter from Neil Gray, Cabinet Secretary for Health and Social Care to Chair NHS Golden Jubilee.