



# Corporate Governance Annual Report for 2025/26

# NHS Golden Jubilee

## Corporate Governance Annual Report for 2025/26

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## 1 Background

The Blueprint for Good Governance (Second Edition) is a guide for NHS Scotland Boards. It sets out what good corporate governance looks like and offers practical support to help Boards run clear, consistent and effective governance arrangements.

As part of this work, a Board Self-Assessment Survey was used to assess how well NHS Boards were performing against the Blueprint model. After development workshops in 2024, NHS Golden Jubilee (NHS GJ) agreed a Blueprint for Good Governance Improvement Action Plan. The Board and its Governance Committees received regular progress updates throughout 2025/26. In total, 27 high-level actions were agreed and assigned to the Board and its Committees, and all 27 were completed in 2025/26.

This Annual Governance Report summarises the work completed in 2025/26 to strengthen corporate governance across NHS Golden Jubilee (GJ). More information on the Blueprint framework is included later in the report.

## 2 Governance

The Board and Committees continued to meet regularly. Board meetings were held in person or in a hybrid format, while Board Committee meetings were held virtually using MS Teams.

The Board's approach to governance ensured:



The organisation effectively discharged its governance responsibilities

Agile Governance arrangements can be adopted in a flexible way if required

The organisation maximised the time available for management and operational staff to deal with the pandemic recovery

Staff Safety and Wellbeing

NHS GJ added support and value to NHS Scotland

### 3 Board and Board Committees

Corporate Governance is how the organisation is run and held to account. It describes how the Board leads the organisation and oversees the areas it is responsible for:



The Board is supported by Board Committees. There are three Standing Governance Committees that provide routine assurance and have statutory responsibilities. They are:

- ➡ Clinical Governance Committee
- ➡ Staff Governance and Person Centred Committee
- ➡ Finance and Performance Committee

The Board is also supported by two Committees that provide additional independent oversight. The Audit and Risk Committee provide assurance on the effectiveness of governance, risk management and internal control. The Remuneration Committee provides assurance that decisions on pay, terms and conditions for the Executive Team are fair, transparent, affordable and aligned with national guidance.

In addition, there is a programme-focused Committee, Strategic Portfolio Governance Committee that provides scrutiny and oversight of the development and delivery of NHS Golden Jubilee's strategic portfolio.

These Committees support the Board by looking at issues in more detail and making recommendations for the Board to approve. They also provide assurance that agreed strategies and frameworks are being put in place and working as intended. The Corporate Governance Framework includes:



[Appendix 2](#) sets out the Corporate Calendar for 2025/26.

Committee Chairs reflected on the past 12 months as follows.

## Strategic Portfolio Governance Committee

### Chair: Linda Semple

As Chair of the Strategic Portfolio Governance Committee, I confirm that the Committee continued to provide appropriate scrutiny and oversight of the development and delivery of NHS Golden Jubilee's strategic portfolio.

I am satisfied that the meeting schedule, the range of business covered and the mix of attendees enabled the Committee to carry out its role effectively until I stepped down September 25.



### Chair: Rebecca Maxwell



Since becoming Chair on 1 October 2025, I confirm that the Committee identified no significant control weaknesses or year-end issues that, in the Committee's view, should be disclosed in the Governance Statement due to a financial or other impact during the year or afterwards.

The Committee delivered its 2025/26 remit in line with its approved Terms of Reference and provided effective scrutiny and oversight.

I would like to thank Committee members for their support, including their input to the agenda and the work completed during the year. I also thank colleagues who prepared reports and attended meetings.

## Staff Governance Person Centred Committee

### Chair: Marcella Boyle

As Chair of the Staff Governance and Person-Centred Committee (1 April 2025 to 31 July 2025), I was satisfied that the meetings were well run. The Committee covered a broad range of business, and the right people attended to support effective discussion and decision-making.

I thank Committee members for their support, including their input to the agenda and the work completed during the year. I also thank staff, past and present, who supported the Committee.



### Chair: Rob Moore



Since becoming Chair on 1 August 2025, I can confirm that the Committee has delivered its 2025/26 remit in line with its approved Terms of Reference, providing appropriate scrutiny and governance.

I am satisfied that the approach to the frequency of the meetings, breadth of the business undertaken and the range of attendees at the meetings has allowed us to fulfil our remit. The Committee has also taken assurance that through the full delivery of its Annual Work Plan, there is evidence of the Committee addressing full coverage of the strands of the Staff Governance Standard.

I would also like to record my thanks to those members of staff who have prepared reports and attended meetings of the Committee over this past year.

## Clinical Governance Committee

### Chair: Morag Brown

As Chair of the Clinical Governance Committee (1 April 2025 to 30 September 2025), I confirm that the Committee supported continuous improvement in clinical, quality and safety during this period.

I thank all members of the Clinical Governance Committee for their support, including their input to the agenda and the work completed during my term as Chair.



## Chair: Linda Semple



Since becoming Chair on 1 October 2025, the Committee has focused on strengthening systems and processes so we can learn from feedback. This helps us show that improvements have been made and can be sustained.

Through its governance arrangements, the Committee supports safe, effective and high-quality care. This includes managing risk, improving care and helping to deliver better outcomes.

The Committee delivered its 2025/26 remit in line with its approved Terms of Reference and provided appropriate scrutiny and governance.

## Audit and Risk Committee

### Chair: Lindsay Macdonald



Over 2025/26, the Audit and Risk Committee continued to strengthen internal control and risk management. We delivered our responsibilities in line with the Committee's approved Terms of Reference and provided appropriate scrutiny and governance.

I am satisfied that the number of meetings we held, the range of topics we covered, and the mix of people attending enabled the Committee to do its job effectively. Based on the work completed this year, I believe NHS Golden Jubilee has appropriate controls in place and that internal financial controls are adequate to support the Board in meeting its corporate governance responsibilities.

During 2025/26, the Committee considered assurance from Internal Audit and External Audit, reviewed key risk and control updates, and monitored progress with agreed actions. This work supports the Board's annual Governance Statement by providing assurance on the effectiveness of governance, risk management and internal control.

I would like to thank Committee members for their commitment and constructive challenge throughout the year. I also thank our staff and our Internal and External Auditors for the advice, reports and support that informed the Committee's work.

## Finance and Performance Committee

**Chair: Stephen McAllister**



As Chair of Finance and Performance Committee, I confirm that the Committee met its responsibilities under the Terms of Reference in 2025/26. The Committee provided assurance to the Board on financial governance and performance reporting.

I am satisfied that the number of meetings we held, the range of topics we covered, and the people who attended meant the Committee could work effectively. We also reviewed progress against the Committee's Annual Work Plan during the year.

I confirm that, at year end, the Committee was not aware of any significant control weaknesses or issues that should be disclosed in the Governance Statement because they could have had a material impact, financially or otherwise.

The Committee carried out its work in 2025/26 in line with the approved Terms of Reference, with appropriate scrutiny and challenge.

During the year, the Committee considered reports on financial performance and forecasts, and reviewed how organisational performance was monitored, escalated and improved. Where issues were identified, we sought assurance on the actions being taken and the timescales for delivery.

I thank Committee members for their time, commitment and constructive challenge throughout the year. I also thank staff for responding to the Committee's requests and supporting the Committee's work.

## Remuneration Committee

**Chair: Susan Douglas-Scott (Board Chair)**



Fair and transparent pay for the Executive Team helps NHS Golden Jubilee recruit and retain the skills needed to deliver our strategic priorities and meet our responsibilities to the Scottish Government. The Committee members are the Chairs of the Board's governance committees.

Because we spend public money, decisions on pay must be affordable, evidence-based and able to stand up to public scrutiny.

The Remuneration Committee is a formal committee of the Board. It oversees changes to pay, terms and conditions for the Executive Team and relevant senior managers. The Committee considers Scottish Government guidance and follows good corporate governance practice and also provides updates to the Staff Governance and Person-Centred Committee.



In 2025/26, the Committee met on six occasions and considered contractual changes and discretionary payments, ensuring decisions were consistent with national guidance and appropriately documented.

## **Board Public Sessions**

### **Chair: Susan Douglas-Scott (Board Chair)**

From 1 April 2025 to 31 March 2026, the Board held several public meetings to make important decisions and oversee major plans. The Board approved the annual budget, discussed new ideas for the future, and checked progress with current projects. The Board also worked on being more open about its actions and shared updates.

At these meetings, Executives explained how the organisation was performing and introduced new programmes. The Board also celebrated steps forward in being more environmentally friendly and using new digital tools, showing its commitment to progress and good management.

To involve the public, the Board organised open meetings and encouraged direct conversation with community members. These actions showed the Board's dedication to being transparent and always improving how it works.

### **Board Observers**

Mhairi Wyllie joined the Board meetings in June 2025 as part of the Aspiring Chairs Programme.

## **Board Private Sessions**

### **Chair: Susan Douglas-Scott (Board Chair)**

Between 1 April 2025 and 31 March 2026, the Board held several private sessions as part of its commitment to robust corporate governance. These sessions provided a confidential space to discuss sensitive matters that are essential to the organisation's long-term success and stability.

The private sessions allowed Board members to raise issues freely and to consider strategic decisions with candour and independence. This practice supports transparency and helps the Board fulfil its responsibilities by creating an environment where members can challenge and support each other without constraint. The discussions were conducted in accordance with the highest standards of integrity and accountability, and actions arising from these sessions were reported back to the Board as a whole.

To ensure accessibility and openness, the Board regularly evaluates the effectiveness of its private sessions, seeking feedback from participants and making adjustments as necessary. This process helps maintain a balance between confidentiality and the need for clear communication within the wider organisation. The Board remains committed to

providing accessible summaries of key outcomes from these sessions, reinforcing its dedication to inclusive and transparent governance practices.

The allocation of Board Members to Committees was reviewed and full membership including details of the Chair of each Committee are noted in [Appendix 1](#).

## 4 Non-Executive Directors and Board Development

NHS GJ Board had ten Non-Executive Directors from 1 April 2025 to 31 March 2026, including the Chair.

All Board members were expected to follow the NHS GJ Code of Conduct, and this is built into the Board's Standing Orders and supports consistent, high standards of behaviour and decision-making.

During 2025/26, the Board completed annual appraisals and statutory and mandatory training. This supported effective oversight, strengthened scrutiny and risk management, and improved the quality of Board decisions.

Non-Executive Directors were invited to national masterclasses to support their governance role. Topics included effective non-executive leadership; equality, human rights and inclusion; NHS finance (with Scottish Government); Audit Scotland; ethical standards; and Remuneration Committees (REMCOs).

Overall, these arrangements provide assurance that the Board has clear expectations of conduct and capability, and that Non-Executive Members are supported to provide effective oversight.

During 2025/26 the Board membership changed as follows.

### Welcome

David McClelland was appointed as a Non-Executive Director on 1 October 2025 and has senior leadership experience in the life sciences, including improving services and leading change.



### Welcome

Steve Plummer was appointed as a Non-Executive Director on 1 October 2025 with board-level experience across various companies and has a particular focus on digital transformation.



## Welcome

Stuart Burnside was appointed as a Non-Executive Director to the Board in his role as NHS GJ Employee Director on 1 January 2026.



## Farewell

The Board recorded its thanks to Marcella Boyle as she completed her 8 year term as a Non-Executive Director on 31 July 2025.

## Farewell

The Board recorded its thanks to Morag Brown as she stepped down from her role as a Non-Executive Director after 7 years' service.

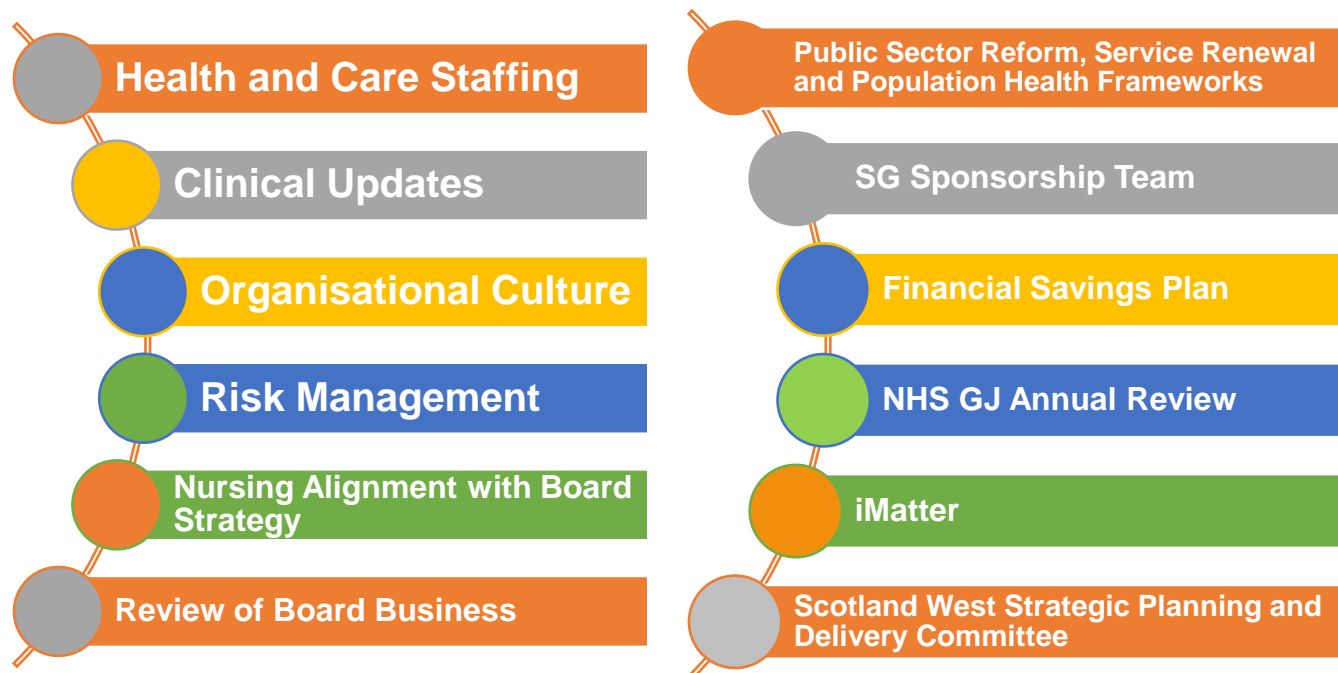
## Farewell

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.

## Board Development Seminars

In line with the Blueprint, NHS GJ recognised the Board's role in delivering good governance. Securing high-quality, effective and efficient organisational performance depends on the leadership capability of Board members and the Executive Team. Board development remains a key priority. To support this, a series of Board seminars took place throughout the year. These interactive sessions focused on developing elements of the Board Strategy and embedding Non-Executive Director development within the Board calendar.

The Seminars included forums on:



Further seminars are planned for 2025/2026. Non-Executive Board members will help shape the topics to ensure they remain relevant and reflect the needs of all members.

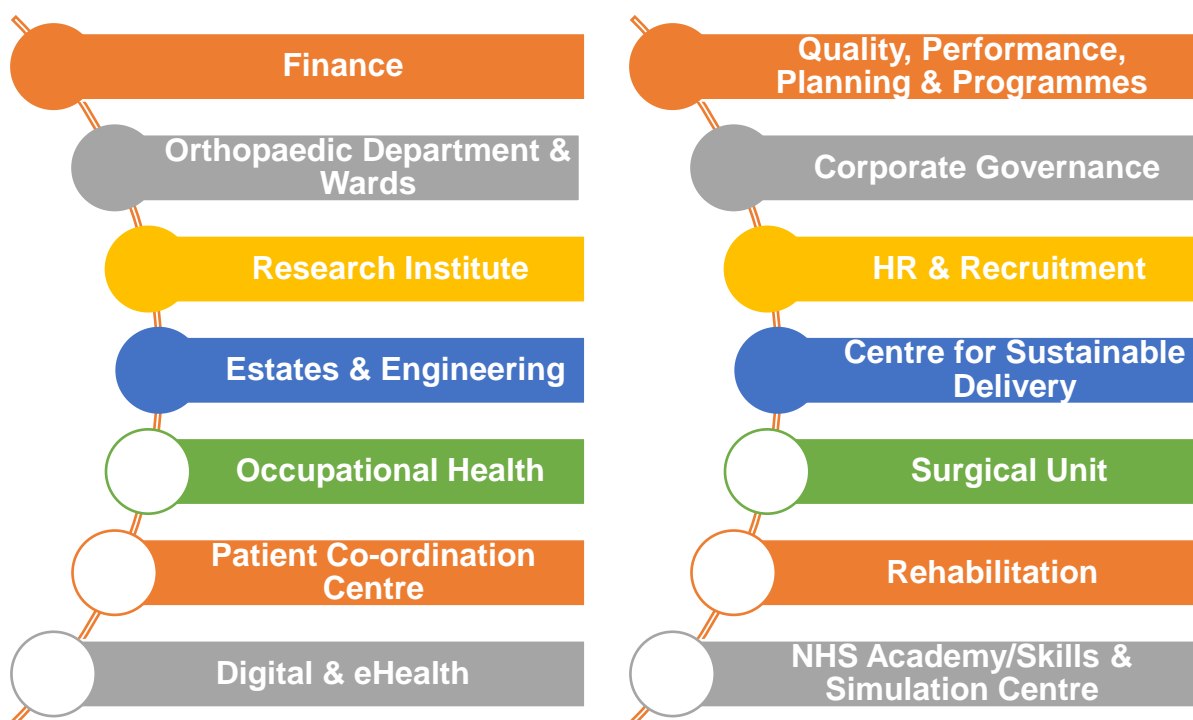
The further development of this engagement programme is a key part of the Board Seminar agendas going forward.

## 5 Board Committee Walkrounds

As part of the iMatter Action Plans for both Board and Executive Directors, a programme of Board Committee walkrounds was undertaken across a selection of departments and wards. The walkrounds brought together Executive Directors and Board members to meet teams and gain an overview of their roles and the services they support.

The walkrounds were designed to provide a relaxed forum for teams to showcase their work and for Board and Executive Directors to understand how local delivery informs the work of Board Committees. The sessions also provided the opportunity to highlight successes, explore challenges and recognise areas of achievement.

Walkrounds took place throughout 2025/26 in the following areas and wards:



## 6 Celebrations



😊 On 12 May, NHS Golden Jubilee marked International Nurses Day. The theme set by the International Council of Nurses was “**Our Nurses. Our Future. The Economic Power of Care.**” This highlighted the essential contribution of nurses in delivering compassionate, person-centred care and the wider social and economic value of the nursing profession.

Here at NHS Golden Jubilee, we marked the occasion with a week of appreciation, celebration and storytelling – shining a light on the nurses who make such a difference to patients, families and colleagues across our hospital.

😊 On 5 June 2025 NHS Golden Jubilee celebrated **21 years** of the **Volunteering Service** by reflecting on the progress of the service whilst focussing on the future impact volunteers can make to our services. Volunteers, Board members, staff and external

partners all came along to recognise the volunteer achievements in the Inspiration suite of the Hotel.

The majority of our **50** dedicated volunteers were in attendance as various colleagues spoke about the amazing and selfless work they do to help make our patients' and visitors' journeys here at NHS Golden Jubilee a positive experience.



We were delighted to celebrate the outstanding achievements of colleagues from across Golden Jubilee at this year's **Our People Awards**, held on Thursday 20 November in the Golden Jubilee Conference Hotel. Each year, the awards recognise the incredible efforts of our staff for the inspirational work they do every day for people across Scotland.

With more than **240 nominations** across **13 categories**, this year's awards showcased the kindness, compassion, innovation and teamwork that define Team Jubilee.



Our Finance Team was named **Scotland's Finance Team of the Year** at the Healthcare Finance Managers Association (HFMA) Scotland Awards.

The judges praised the team for its collaborative approach, strong leadership, and commitment to continuous improvement, helping us deliver high-quality care in a financially sustainable way.

This award recognises the success of the Achieving the Balance programme, which has delivered significant savings and investment without compromising patient care.



The NHS Scotland Academy's National Ultrasound Training Programme (NUTP) has been shortlisted for **Scotland Radiography Team of the Year 2025** in the Society of Radiographers Awards.

The programme is revolutionising how ultrasound professionals are trained across the country. By embedding education directly into clinical practice, NUTP is helping to reduce waiting times, improve patient outcomes, and support the Radiology Recovery Plan.

Since its launch in 2022, NUTP has trained over 130 healthcare professionals from 12 Health Boards and supported more than 20,000 patient scans.



The Golden Jubilee Conference Hotel were winners of the sustainability awards in November 2025 and won highly recommended venue in the category of "**Best Conference and Events Venue**"

## 7 Remembering our Colleagues

In the 2025/26 reporting period, we mourned the loss of several staff members. Their hard work and dedication have made a lasting difference to our organisation, and they will be missed by everyone. We send our sincere condolences to their families and friends, and we commit to honouring their memory by upholding the values they helped build.

Just before going to print, we were saddened to learn of the death of Morag Brown on Wednesday 6 May 2026. Morag served as a Non-Executive Director for seven years and chaired the Clinical Governance Committee throughout that time. She was widely respected for her strong values, respectful challenge and steadfast commitment to improving quality and patient safety, and her contribution has made a lasting difference. Our thoughts are with her family, friends and colleagues at this time.

## 8 Executive Board

NHS GJ Board comprises three Executive Members: the Chief Executive, the Executive Medical Director and the Executive Director of Finance. During 2025/2026, there was a change in personnel in the Chief Executive role as set out below.

### Farewell

The Board noted that Professor Gordon James' secondment as Chief Executive and Accountable Officer of NHS Ayrshire & Arran commenced on 1 August 2025 and has been extended to 31 October 2026.

### Welcome

The Board welcomed Carolynne O'Connor as NHS Golden Jubilee Accountable Officer and Chief Executive for the period 1 August 2025 to 31 July 2026, which has been extended to 31 October 2026.





## 9 Executive Directors

In addition to the three Board Executive Members, NHS GJ has four Executive Directors.

During 2025/26, Laura Smith was appointed as Deputy Chief Executive (alongside her Executive Director of People and Culture role) for the period 1 August 2025 to 31 July 2026, which has been extended to 31 October 2026.

During 2025/26, Lynne Ayton was appointed as Executive Director of Operations for the period 1 August 2025 to 31 July, which has been extended to 31 October 2026.

## 10 Register of Interests

In line with NHS Golden Jubilee's Board Code of Conduct, Board Members are required to declare any interests, whether financial or otherwise, that fall to be disclosed under the Ethical Standards in Public Life (Scotland) Act 2000. Further information on the Code of Conduct requirements is available on NHS GJ website. The most recent Register of Interests for Board members and Senior Managers is attached as [Appendix 4](#).

## 11 Head of Corporate Governance and Board Secretary

Nicki Hamer, Head of Corporate Governance and Board Secretary, developed several papers during the year and led on key areas including:



- Development of the NHS Golden Jubilee Corporate Calendar and Committee and Board Work Plans for 2025/26 (Appendix 3) to support robust governance and assurance.
- Updating the meetings protocol to support consistent, effective corporate governance arrangements.
- Updating Board member responsibilities and membership arrangements.
- Delivering, along with the Director of Transformation, Strategy, Planning and Performance, the Blueprint for Good Governance Improvement Plan for 2025/26, with all actions completed during the year.
- Strengthening corporate policy governance, including progress on the corporate policy tracker and supporting Committee approval of updated Policies.



## 12 Corporate Administration



To provide effective support for corporate governance and for Executive and Non-Executive Directors, an appropriate Corporate Administration function is required.

To strengthen the governance structure and provide dedicated support to the Board and Committee framework, the Deputy Head of Corporate Governance role developed further. During 2025/26, Christine Nelson continued to develop her skills in the role.

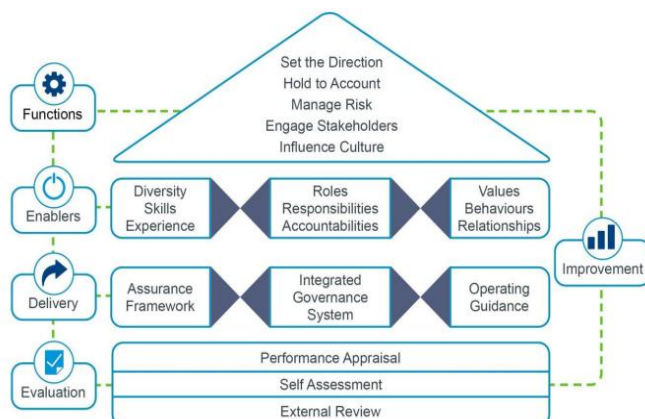
## 13 Performance Report

The Performance Report provides assurance that NHS Golden Jubilee (NHS GJ) is monitoring and reporting against its key performance indicators (KPIs) for national standards, local targets and delivery priorities. The relevant governance committee reviews the KPIs, and NHS GJ Board approves them each year as part of the annual performance framework review.

After reviewing the Integrated Performance Report (IPR) and the separate Board Performance Report, the Board agreed to reduce the number of KPIs reported to the Board. The revised Performance Report keeps the original KPIs for each Board Committee but presents them in a format tailored to each Committee. This change helps Committees and the Board focus on the most important information and supports clear scrutiny.

## 14 Corporate Governance Framework

### Blueprint for Good Governance – Second Edition



The Blueprint for Good Governance-Second Edition (DL (2022)38) was published in November 2022. The Blueprint emphasises the importance of good corporate governance and describes how its adoption will help NHS Boards to improve their corporate governance system. It will deliver a consistent, effective and transparent governance approach across NHS Scotland.

## Blueprint Implementation Plan 2025/26

Following the Board's self-assessment survey in November 2023, we developed the Blueprint for Good Governance Implementation Plan. In 2025/26, the plan focused on the governance themes below.

- Setting the Direction
- Holding to Account
- Engaging Stakeholders
- Influencing Culture
- Diversity, Skills and Experience
- Roles, Responsibilities and Accountabilities
- The Assurance Framework
- The Integrated Governance System and the Operating System

We agreed 27 actions for the Board and its Committees to deliver in 2025/26. All 27 actions were completed.

### Active Governance

Active governance means the Board and its Committees have the right mix of skills and experience, focus on what matters most, and use clear evidence to make decisions. Board members also keep a close watch on performance and progress against NHS Golden Jubilee's purpose, aims and values. This helps the Board hold the Executive team to account and make decisions in the wider NHS policy and strategic context.

Good governance also helps Board members spot the key risks and opportunities early. It does this by making sure the right people discuss the right issues, with the right information, at the right time, so that decisions and follow-up actions are clear.

During 2025/26, the Board kept its governance arrangements under review and made changes where needed. We strengthened how Committees give assurance to the Board and considered national learning, including Audit Scotland's *Spotlight on Governance*. We supported this work through a clear annual schedule of Board and Committee business and a stronger approach to corporate policy oversight.

## 15 Directors Letters

In Quarter 4, we received four Directors' Letters (DLs). Two have been closed. The remaining two are being progressed through the Executive Leadership Team (ELT).

The list below includes all DLs received during 2025/26.

- DL(2025) 10 – Update to the Code of Practice for the International Recruitment of Health and Social Care Personnel in Scotland – minor update to the code of practice.
- DL(2025)12 – Foundation Year One (F1) Doctors Mandatory Induction/Shadowing Arrangement – internal induction event scheduled 6 August 2025 – Dr Lorna Swan
- 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.
- 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 – Agenda For Change (AfC) Protected Learning Time Commitment (Statutory Mandatory Modules)
- DL (2025)28 – Winter Infection, Prevention and Control (IPC) in Healthcare Settings 2025-26.
- DL (2026) 02 – Health Improvement Scotland Maternity Care Standards -
- DL (2026) 03 – Publication of the National Service Specification for Spiritual Care
- DL (2026) 04 – Short-Term Cover Principles and Definitions
- DL (2026) 04 – Security and Governance NHS Mortuaries / Ambulance Service Policies

If you wish to view any of the DLs then please use the following web address:

<https://www.publications.scot.nhs.uk/>

## 16 Other Communications

Other Communications received by NHS GJ Board during 2025/26 were as follows:

### PCS

- PCS(AFC)2025-5 – Pay and Conditions for NHS staff covered by the Agenda for Change Agreement
- SGH CMO(23025) 08 – Ceasing Flu Antivirals 2024/25
- Publication of the Population Health Framework – framework published
- Children (Care, Care Experience and Services Planning (Scotland) Bill – Bill introduced to Parliament 17 June 2025 by First Minister
- Public Bodies Climate Change Duties – progress on IESS.21.012
- STAC(TC502)2025 (re PCS(AFC)2025/6) – NHS Scotland Annual Leave Policy for Agenda for Change Staff – new guidance on how to deal with Annual Leave and Public Holidays during 2025/26.
- PCS(AFC\_2025/26) – NHS Annual Leave Policy for Agenda for Change Staff – updated policy
- PCS(DD)2025/01 – Pay and Conditions for Service Remuneration of Hospital Medical and Dental Staff, Doctors and Dentists in Public Health Medicine and the Community Health Service – authorised changes in the pay and national terms and conditions of service as noted.
- PCS(SDIA)2025/1 – Scottish Distant Islands Allowance – no action.
- PCS(DD)2025/01 – Update Pay and Conditions of Service Remuneration of Hospital, Medical and Dental Staff, Doctors and Dentists in Public Health Medicine and the Community Health Service – reference in paragraph 14 referring to the uplift being

payable in September was incorrect. The uplift will instead be reflected in the July 2025 salaries and will be backdated to April 2025.

- STAC(TCS01)2025 – UK Staff Council: Publication of Reviewed Nursing and Midwifery Profiles for Bands 2-9 – for guidance.
- 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.
- 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
- PCS(ESM)2026/1 – Pay and Conditions of Service Executive and Senior Management Pay 2025-26: Consolidated Performance Related Pay
- PCS(PH)2026/1 – Public Holiday to Mark Scotland's Opening Game at the Men's FIFA World Cup – June 2026
- PCS(DD)2026/01 – Pay and Conditions of Service – Remuneration of Hospital Medical and Dental Staff, Doctors and Dentists in Public Health Medicine and the Community Health Service
- PCS(AFC)2026/2 – Changes to the Scottish Agenda for Change Handbook as a Result of the Reduction of the Full Time Working Week to 36 Hours

## **Funding Letters**

- NHS GJ Foundation Allocations – Update
- Confirmation of Additional Planned Care Funding 2025/26 Non-Recurring for the delivery of additional electrophysiology procedures
- Confirmation of Programme Expansion and Adoption of New Game – NHS Green Healthcare Scotland (CfSD)
- NHS Golden Jubilee Allocations January 2026
- NHS Golden Jubilee Quarter 3 and Abridged Financial Plan Review
- NHS Golden Jubilee Allocations February 2026
- NHS Golden Jubilee 2026/27 Three Year Financial Plan

## **Letters**

- BCE/BCG First Minister Letter Strategic Update on Reducing Long Waits
- TCI Booking Process – Update to Booking Process and Data Tracking/Reporting
- Public Bodies Climate Change Duties – progress on IESS.21.012
- Publication of the Population Health Framework – framework published
- Children (Care, Care Experience and Services Planning (Scotland) Bill – Bill introduced to Parliament 17 June 2025 by First Minister
- 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

- 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
- Release of Quarter 3 (2025-26) Carbon Saving Actions
- Announcement of Public Services Delivery Scotland – Organisation Name Change Bringing Together NES and NSS at 1 April 2026 – Public Services Delivery Scotland (PSD Scotland)
- Waiting Times – Quarter 1 Funding 2026/27 – notification to advise unable to provide funding for 2026/27 until the budget process concludes
- Letter to NHS Golden Jubilee – Planned Care Mode

## **Guidance**

- Band 5 Nursing Roles Review - Roadshows scheduled to encourage members to consider applying for a review of role as part of national guidance.
- BCEs Updated on Postgraduate Medical Training
- National Severe Asthma Pathway
- Disclosure Scotland – Communications Team – Disclosure Act Update – PVG Scheme Changes – 1 April 2026
- NHS Scotland 'Once for Scotland' Workforce Policies Phase 3 Publication Date

## **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
- Respiratory Syncytial Virus (RSV) Vaccination Programme 2026-27
- 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
- Spring COVID-19 Vaccination Programme 2026
- Seasonal Influenza (FLU) Immunisation Programme 2026/27: Confirmation of Adult and Child Cohorts

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

## 17 Recommendations

This report highlights the significant progress made in strengthening corporate governance across NHS Golden Jubilee during 2025/26, including completion of all 27 actions in the Blueprint for Good Governance Implementation Plan.

To sustain and build on this progress, it is recommended that the Board continues to: maintain a clear, forward-looking corporate calendar and Committee work plans; keep Board and Committee Terms of Reference, membership and protocols under regular review; strengthen assurance reporting and focus KPI reporting on the measures that best demonstrate delivery of priorities and risks; and continue to embed robust corporate policy governance and learning from national guidance and external scrutiny.

Ongoing engagement with staff, patients and stakeholders should remain central to these arrangements to support transparency, culture and continuous improvement.

The Board is asked to:

- **Approve** the Corporate Governance Annual Report for 2025/26.
- **Note** the key governance developments and outcomes described in the report.
- **Approve** minor, non-material amendments prior to final publication, delegated to the Board Chair and Board Secretary.

## Appendix 1: Board Committee Membership

Finance and Performance Committee	5 Non-Executive Directors (NEDs)	Core Attendees	In Attendance
	Stephen McAllister (Chair) Lindsay Macdonald Rebecca Maxwell Callum Blackburn (Climate/Sustainability) David McClelland Jane Christie-Flight/Stuart Burnside	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Deputy Chief Executive and Director of Operations</li> <li>• Director of Finance</li> <li>• Director of Transformation, Strategy, Planning &amp; Performance</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Corporate Governance and Board Secretary</li> <li>• Deputy Director of Quality, Performance, Planning and Programmes</li> <li>• Deputy Director of Finance</li> </ul>

Staff Governance and Person Centred Committee	5 NEDS + 2 X Lay Representatives	Core Attendees	In Attendance
	Marcella Boyle (Joint Chair) Rob Moore (Joint Chair) Steve Plummer Linda Semple Callum Blackburn (Whistleblowing Champion) Jane Christie-Flight/Stuart Burnside 2 x lay representatives (staff side)	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Medical Director</li> <li>• Director of People and Culture</li> <li>• Director of Nursing</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Corporate Governance and Board Secretary</li> <li>• Director of Strategic Communications and Stakeholder Relations</li> <li>• Deputy Director of Workforce</li> <li>• Head of Learning and Organisational Development</li> </ul>

Clinical Governance Committee	5 NEDs	Core Attendees	In Attendance
	Morag Brown (Joint Chair) Linda Semple (Joint Chair) Rob Moore Callum Blackburn (Whistleblowing Champion) Steve Plummer Jane Christie-Flight/Stuart Burnside	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Deputy Chief Executive and Director of Operations</li> <li>• Medical Director</li> <li>• Director of Nursing</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Risk and Clinical Governance</li> <li>• Head of Corporate Governance and Board Secretary</li> </ul>

Strategic	5 NEDs	Core Attendees	In Attendance
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	Linda Semple (Joint Chair) Rebecca Maxwell (Joint Chair) Stephen McAllister Morag Brown Marcella Boyle Lindsay Macdonald Jane Christie-Flight/Stuart Burnside	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Director of Finance</li> <li>• Director of Transformation, Strategy Planning &amp; Performance</li> <li>• Director of Nursing</li> </ul>	<ul style="list-style-type: none"> <li>• National Director, Centre for Sustainable Delivery</li> <li>• Director, NHS Scotland Academy</li> <li>• Head of Corporate Governance and Board Secretary</li> <li>• Deputy Director of Quality, Performance, Planning and Programmes</li> </ul>
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Audit and Risk Committee	5 NEDs	Execs	In Attendance
	Lindsay Macdonald (Chair) Stephen McAllister Morag Brown Rebecca Maxwell David McClelland Jane Christie-Flight/Stuart Burnside	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Deputy Chief Executive /Director of Operations</li> <li>• Director of Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Corporate Governance and Board Secretary</li> <li>• Deputy Director of Quality, Performance, Planning and Programmes</li> <li>• Deputy Director of Finance</li> <li>• Assistant Director of Finance (Governance and Financial Accounting)</li> <li>• Representative from the Board Internal Auditors</li> <li>• Representative from the Board External Auditors</li> </ul>

Remuneration Committee		Execs	In Attendance
	Susan Douglas-Scott (Chair) Linda Semple Marcella Boyle Stephen McAllister (Vice Chair) Lindsay Macdonald Morag Brown Rob Moore Jane Christie-Flight/Stuart Burnside		<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Director of People and Culture</li> <li>• Head of Corporate Governance and Board Secretary</li> </ul>



## Appendix 2: Corporate Calendar for 2025/26

### Board

Thursday 29 May 2025  
Thursday 26 June 2025  
Thursday 28 August 2025  
Thursday 27 November 2025  
Thursday 26 February 2026

### Board Seminar

Tuesday 29 April 2025  
Thursday 31 July 2025  
Thursday 2 October 2025  
Thursday 30 October 2025  
Tuesday 16 December 2025  
Thursday 29 January 2026  
Thursday 26 March 2026

### Audit and Risk Committee

Monday 19 May 2025  
Tuesday 17 June 2025  
Tuesday 19 August 2025  
Tuesday 18 November 2025  
Tuesday 17 February 2026

### Clinical Governance Committee

Thursday 8 May 2025  
Thursday 14 August 2025  
Tuesday 11 November 2025  
Thursday 12 February 2026

### Finance and Performance Committee

Tuesday 13 May 2025  
Wednesday 13 August 2025  
Thursday 13 November 2025  
Thursday 12 February 2026

### Staff Governance and Person-Centred Committee

Thursday 1 May 2025  
Tuesday 12 August 2025  
Thursday 6 November 2025  
Tuesday 10 February 2026

### Strategic Portfolio Governance Committee

Thursday 1 May 2025  
Tuesday 4 November 2025

## Appendix 3: Register of Interests

### NHS Golden Jubilee Register of Interests for Board Members 2025/2026

Name	Position held within NHS Golden Jubilee	Category	Details	Name of organisation/ business
Callum Blackburn	Non-Executive Director	Remuneration as a Director of an Undertaking	Owner/Director	Halfwild Ltd
		Other Roles (non remunerated directorships only)	Non-Executive Director	Lifelink
			Member	Chartered Institute of Waste (CWIM)
			Trustee	NHS Golden Jubilee Charity
Carolynne O'Connor	Chief Executive (from 01.08.2025)	Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity
David McClelland	Non-Executive Director (from 01.10.2025)	Remuneration from Employment	Chief Operating Officer	Symbiosis Pharmaceutical Services
		Other Roles (non remunerated directorships only)	Member	Council of Directors, Glasgow Chamber of Commerce
			Trustee	NHS Golden Jubilee Charity
Gordon James	Chief Executive (01.04.2025 to 31.07.2025)	Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity
Jane Christie-Flight	Non-Executive Director (01.04.2025 to 31.12.2025)	Non Financial Interests	Non-Executive Director	SPPA NHS Scheme Advisory Board
			Lay Representative	UNITE the Union
			Member	Scottish National Party
		Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity
Jonathan Gamble	Executive Director of Finance	Other Roles (non remunerated directorships only)	Member	ACCA
			Trustee	NHS Golden Jubilee Charity
Linda Semple	Non Executive Director	Remuneration from Employment	Non-Executive Director	NHS Ayrshire & Arran
		Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity
Lindsay Macdonald	Non-Executive Director	Interest in Shares and Securities	Shareholder	AstraZeneca
				St James's Place Wealth Management
		Remuneration as a holder of paid office	Non-Executive Director	SEPA
				Scottish Social Services Council
		Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity

Marcella Boyle	Non Executive Director (01.04.2025 to 31.07.2025)	Remuneration from Employment	CEO	Hymans Robertson Foundation
			Consultancy	Kilpatrick Solutions Ltd
		Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity
Mark MacGregor	Executive Medical Director	Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity
Morag Brown	Non Executive Director (01.04.2025 to 30.09.2025)	Non Financial Interests	Unison	Unison Life Member
		Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity
Rebecca Maxwell	Non-Executive Director	Remuneration from Employment	Director	Perception InsightsLtd
		Remuneration as a Director of an Undertaking	Owner/Director	Perception InsightsLtd
		Contracts	Provider and Recipient	Various contracts for services through Perception Insights Ltd
		Other Roles (non remunerated directorships only)	Member	Association for Coaching
				Forth Valley Chamber of Commerce
				National Association of Women Business Owners
				Business Networking International
			Trustee	NHS Golden Jubilee Charity
Rob Moore	Non-Executive Director	Remuneration from self-employment	Director	Mouswald Ltd
				Be More Human Ltd
		Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity
Stephen McAllister	Non Executive Director	Remuneration from Employment	Non-Executive Director	NHS Forth Valley
				Risk Management Authority
		Remuneration from self-employment	Director	SARMAR
		Other Roles (non remunerated directorships only)	Chair	Lifelink
			Member	British Psychological Society
			Trustee	NHS Golden Jubilee Charity
Stephen Plummer	Non-Executive Director (from 01.10.2025)	Contracts	Innovation Lead	NHS NSS European Funded Project ReHeal
		Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity
Stuart Burnside	Employee Director/ Non-Executive Director (from 01.01.2026)	Other Roles (non remunerated directorships only)	Trustee	NHS Golden Jubilee Charity

Susan Douglas-Scott	Board Chair	Remuneration from self-employment	Celebrant	Celebrate People
			Consultant	DS Consultancy
		Remuneration as a holder of paid office	Board Chair	Scottish Government National Care Service Advisory Board
		Other Roles (non remunerated directorships only)	Chair of Board of Trustees	Birds of Paradise Theatre Company Ltd
			Co-Director	Celebrate People
			Chair	NHS Golden Jubilee Charity
			Trustee	Indepen-dance (until 31 October 2025)