Corporate Governance Quarter One Report April – June 2026-2027

NHS
Golden Jubilee

Executive Summary

During Quarter 1, NHS Golden Jubilee's governance arrangements continued to operate effectively. The Board approved key governance documents including the Corporate Governance Annual Report, Standing Orders and Code of Conduct, supporting compliance with the Blueprint for Good Governance.

Governance Committees provided assurance across their respective areas of responsibility and no significant governance concerns were escalated to the Board during the period.

Governance oversight arrangements continue to be strengthened through committee scrutiny, Board development and continuous improvement activity.

1. Governance

The Board continued to operate effectively within its agreed governance framework, meeting regularly and maintaining appropriate oversight of strategic, financial, workforce and clinical governance matters. The Board continued to meet regularly within a hybrid model. In total 17 papers were presented to NHS GJ Board for approval during Quarter 1. These were:

- Whistleblowing Annual Report 2025/2026
- Health and Safety Q4 Report 2025/2026
- Golden Jubilee Research Institute Annual Report for 2025/2026
- Health and Care Staffing Programme Quarter 4 Report 2025/2026
- Duty of Candour Report 2025/2026
- NHS Golden Jubilee Code of Conduct
- NHS Golden Jubilee Standing Orders
- Board Performance Report
- Standing Financial Instructions
- End of Year Overview for HAIRT Report 2025/2026
- Financial Summary Report
- Capital Position 2025/2026
- Annual Delivery Plan 2025/2026 Delivery Planning Template Q4 Update
- Centre for Sustainable Delivery – Core Programme Updates and Assurance Statement
- Strategic Risk Register
- Corporate Governance Annual Report 2025/2026
- Board Assurance Framework

In total 6 papers were presented to NHS GJ Board Private Session for approval during Quarter 1. These were:

- Board Performance Report

- NHS Golden Jubilee Hotel and Conference Centre Update
- NHS Golden Jubilee Governance Committee Annual Reports 2025/2026
- Draft Governance Statement
- NHS Golden Jubilee Annual Report and Accounts 2025/2026 (Final)
- Letter of Representation

Approval of the Corporate Governance Annual Report, Standing Orders and Code of Conduct strengthened the organisation's governance framework and ensured continued alignment with national governance requirements and Blueprint expectation.

2. Non-Executive Directors

Board Chair

During Quarter 1 the Board Chair continued to support national engagement and visibility on key strategic issues, including NHS Reform.

The Board Chair attended the NHS Scotland Staff Disability Event.

The Board Chair delivered a keynote address at the Scotland Policy Conference.

The Chair also attended The Health Inequalities Scotland Conference.

NHS Board Chairs met on 27 April 2026 and 25 May 2026.

Committee Chairs

Committee Chairs provided assurance that governance arrangements remained effective within their respective remits. Key themes arising from committee business during Quarter 1 included workforce transformation, operational performance, strategic investment, infection prevention and control, audit assurance and risk management. No issues requiring escalation beyond existing governance arrangements were identified

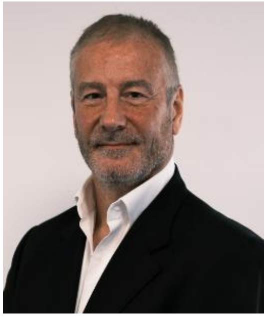
The Chair of Staff Governance and Person Centred Committee received updates on key workforce matters, including Kindness Matters and Agenda for Change. The Committee approved a number of governance and assurance reports, including the Remuneration Committee Annual Governance Report 2025/2026, Health and Safety Quarter 4 Report, the Committee’s Terms of Reference, Staff Absence Deep Dive, Annual Governance Statement and Strategic Risk Register.

The Chair of Finance and Performance Committee received updates on key financial, operational and digital matters, including the Capital Plan and Digital Steering Group.

The Committee approved several reports such as the Operational Performance Report for Month 12, the Financial Summary Report, Golden Jubilee Research Institute Annual Report, Strategic Risk Register and the Annual Governance Report for 2025/2026, supporting ongoing oversight of performance, financial delivery and organisational risk.

The Chair of Clinical Governance Committee received a detailed service update from George Holland, Consultant Orthopaedic Surgeon and praised the Orthopaedic service for its performance, innovation and research leadership.

The Committee approved several papers, including Annual Learning Summary, End of Year Overview for the HAIRT Report 2025/2026 and Risk Register. The Committee received a heart-warming Patient Story about a positive patient experience following a cardiac intervention.



The Chair of Audit and Risk Committee received the internal audit report on Cyber Security – Backups and the Committee was assured that daily backup arrangements are in place, with recovery processes demonstrated and agreed. The Committee also noted continued progress against prior-year external audit recommendations, with 20 of 21 actions reported as completed.

The Chair of Strategic Portfolio Governance Committee noted the completion of Phase One of the HEPMA programme. The Committee highlighted the implementation timeline of the Business Services Programme and agreed that the Board should remain fully sighted on progress. The Committee approved the SPGC Terms of Reference for 2026/27 and the Annual Governance Report for 2025/2026.

3. Board Development

Board development activity continued throughout Quarter 1, supporting the Board's effectiveness and strategic oversight role. Seminars focused on the Proposed Diagnostic Centre, Public Sector Reform, Service Renewal and Population Health, enabling Board members to consider future strategic challenges and opportunities facing NHS Golden Jubilee. Non-Executive Director development continues to be embedded throughout the annual Board programme.

BOARD DEVELOPMENT

4. Executive Directors

During Quarter One, the Chief Executive continued to represent NHS Golden Jubilee in key national and regional forums. Attendance included NHS Board Chief Executive meetings and development sessions, Elective Care Transformation Framework, DG Health and Social Care discussions with NHS Chief Executives and Chairs, Sub National Planning West/East meetings, NHS GJ and University of Strathclyde Partnership Board and an external stakeholder meeting with Christine McLaughlin, Chief Operating Officer and Deputy Chief Executive of NHS Scotland.

The Memorandum of Understanding with NHS Blood and Transplant was signed.

The Chief Executive and Executive Directors continued to meet monthly with staff through the All Staff Sessions. These sessions were well attended and positively received, supporting regular organisational communication and engagement on key topics including:

- Chief Executive Reform Update
- 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

NHS Golden Jubilee Conference Hotel won the Best Conference/Events Hotel in Scotland at the Prestige Awards.

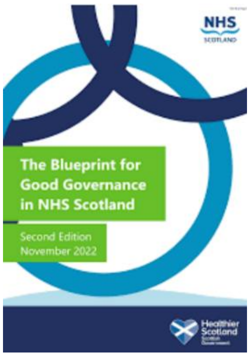
6. Corporate Governance

Quarter 1 saw continued implementation of governance improvement initiatives, including approval of governance work plans and further embedding of governance arrangements aligned with the Blueprint for Good Governance. Patient Stories were introduced at the beginning of the Private Sessions, strengthening Board focus on patient experience and learning.

Board Assurance Framework Meeting Cover Paper Template Workshops took place during February and March 2026, with 68% of paper authors in attendance. The new Board Cover paper template was implemented on 1 April 2026 across the organisation.

Support was provided to the preparation and governance review of the Annual Report and Accounts 2025/2026, including coordination of Board and Committee input, review of governance content and support to the final approval process.

7. 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 and all actions have now been completed. This provides assurance that the Board has acted on the requirements of the Blueprint Self-Assessment and continues to support systematic review and improvement of governance arrangements.

Implementation of the Blueprint for Good Governance continued throughout Quarter 1. Governance Committees continued to monitor and progress actions allocated to them through the Improvement Plan. Progress is reported routinely through governance structures, supporting continuous improvement and ensuring compliance with national governance expectations.

8. Directors Letters and National Communications

Four Directors Letters were received during the reporting period. Appropriate arrangements were put in place to review requirements, identify actions and monitor implementation. Four Directors Letters remain open and continue to be actively monitored through established governance arrangements.

9. Other Communications

Other communications received by the Board within Quarter 1 were as follows:

- 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

- PCS(DD)2025/01 – Addendum 2 (Resident Doctors and Dentists) Updated April 2026 – Update to Pay and Conditions for Service Remuneration of Hospital Medical and Dental Staff, Doctors and Dentists in Public Health Medicine and the Community Health Service
- PCS(PHG)2026/1 – NHS Scotland Public Holidays 2026-27 and 2027-28
- PCS(AFC)2026/3 = Changes to the AfC Handbook – Sections 18 and 19

Funding Letters

- NHS GJ Foundation Allocations – Update
- NHS Golden Jubilee – 2025-26 Quarter 4 Review and 2026-27 Update
- Non-Recurring Funding Letter – Planned Care 2026-27

Letters

- Public Services Scotland (PSD Scotland) Stakeholder Letter
- NHS COO Letter to Chief Executives Concerning Middle East Impacts
- PSD Scotland Letter re Scottish Adult Congenital Cardiac Service (SACCS)
- NHS COO Letter to Chief Executives Concerning National Waiting Times Performance 31 March 2026
- PSD Scotland Letter re Scottish Adult Congenital Cardiac Service (SACCS) – Remobilisation Plan
- Cabinet Secretary Net Zero and Energy – Public Bodies Climate Change Duties
- Supreme Court Judgement on the Definition of a “Woman” and the Equality and Human Rights Commission’s (EHRC) Code of Practice for Services, Public Functions and Associations
- Coming Home Action Plan Implementation
- Independent Online Feedback Service for NHS Boards – New Contract Awarded to Care Opinion

Guidance

- STAC(TCS02)2026 – On-call Arrangements in the Context of the Reduction of the Working Week
- National Evaluations Committee – Pause of Job Evaluations Except those within Sub National Groups
- CfSD PMO – CfSD Letter to Boards – National Dermatology ACRT Toolkit
- STAC(re PCS(AFC)2025/7) – Compensatory Rest for AFC Staff Undertaking On Call Duties

Chief Medical Officer (CMOs)

- Amendments to the Human Medicines Regulations (2012)
- Elimination of Mixed Sex Accommodation
- Urgent time-limited Meningococcal Group B (MENB) Vaccination Programme in 2026
- Independent Review of Maternity Services – Principles and Next Steps

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

10. Conclusion

The Board can be assured that governance arrangements operated effectively throughout Quarter 1 2025/26. Significant governance documentation was reviewed and approved, Governance Committees provided appropriate scrutiny and assurance. No significant governance concerns requiring escalation to the Board were identified during the reporting period with continued monitoring being maintained in relation to Blueprint implementation, Directors Letter actions and governance improvement priorities.