

NHS Golden Jubilee



Meeting: NHS Golden Jubilee Board Meeting
Date: 27 August 2026
Title: NHS GJ Board Committee Walkrounds 2025-2027
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 the Board for:

Assurance	☒	Awareness	☒
Discussion	☐	Decision	☒

This report relates to a:

Annual Delivery Plan	☒	Local Policy	☐
Emerging Issue	☐	NHS / IJB Strategy or Direction	☐
Government Policy or Directive	☐	Other	☐
Legal Requirement	☐		

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

Safe	☒	Effective	☒
Person-Centred	☒		

Please select the level of assurance you feel this report provides to the board/committee and briefly explain why:

Significant	☒	Moderate	☐
Limited	☐	Not Yet Assessed	☐

Comment: A significant level of assurance is recommended. The Board Committee Walkround programme is established, scheduled across 2025/26 and 2026/27. The programme supports visible leadership, strengthens the connection between Committee oversight and operational delivery, and provides evidence of continued engagement with services.

From the list below, please select which Board Priority this paper relates to. If none of the priorities suit, please select other and briefly explain why this paper needs to be reviewed at Board/Committee:

Service Sustainability	☒	Financial Sustainability	☐
Workforce Sustainability	☒	Environmental Sustainability	☐
Quality and Safety	☒	Population Health and Health Inequalities	☐
Other	☐		

2 Report summary

2.1 Situation

The Board is asked to note the progress made with the Board Committee Walkround programme and take assurance that the programme supports visible leadership, staff engagement, Committee oversight and follow-up of any actions identified.

Board Committee Walkrounds provide a structured way for Board Members and Executive Directors to engage directly with teams, understand service delivery in practice and strengthen the link between Committee oversight and operational experience.

2.2 Background

The Board Committee Walkround programme was introduced as part of the Board iMatter Action Plan to improve visibility, engagement and understanding between Board Committees and service areas. Following the positive feedback from the 2025/26 programme, walkrounds have continued into 2026/27.

Walkrounds provide Board Members and Executive Directors with the opportunity to meet teams, hear about achievements and challenges, and understand how services contribute to the work of the Governance Committees and the wider organisation. They are intended to be supportive, open and constructive.

2.3 Assessment

The Board Committee Walkround programme provides a structured opportunity for Board Members and Executive Directors to strengthen their understanding of services, staff experience, operational pressures and examples of good practice across NHS Golden Jubilee. The programme supports visible leadership and

helps connect Committee oversight with the experience of teams delivering services.

The 2025/26 programme supported positive engagement with teams and helped strengthen understanding of how local service activity contributes to the work of the Board's Governance Committees. Learning from those visits has informed the 2026/27 schedule, with continued focus on supportive discussion, governance visibility and follow-up of any actions identified.

No material risks have been identified through the programme to date. The Board can therefore take assurance that the programme is supporting engagement, learning and connection between services, Committees and Board-level governance.

Key learning from the programme to date has highlighted the value of direct engagement between Board Members, Executive Directors and teams. Walkrounds have improved understanding of operational pressures, helped identify examples of good practice. This strengthens the Board's visibility of how governance arrangements are working in practice.

2.3.1 Quality/ Patient Care

Walkrounds support quality and patient care by giving Board Members and Executive Directors direct insight into how services are delivered, how teams maintain standards, and where good practice or areas for support are identified.

2.3.2 Workforce

The programme has a positive workforce engagement impact. It supports visible leadership, gives staff an opportunity to share their experience directly with Board Members and Executive Directors, and encourages open discussion about achievements, challenges and support needs.

2.3.3 Financial

There are no financial implications arising from this paper.

2.3.4 Risk Assessment/Management

Walkrounds provide a route for teams to raise issues, share challenges and highlight good practice in a supportive environment.

2.3.5 Equality and Diversity, including health inequalities

A full impact assessment has not been required, as no specific equality, diversity or health inequality impacts have been identified from this paper. However, walkrounds provide an opportunity to hear from a range of teams and to identify any accessibility, inclusion or staff experience themes where they arise.

2.3.6 Climate Emergency and Sustainability

No impacts have been identified in relation to climate emergency and sustainability.

2.3.7 Other impacts

There are no other impacts from this report.

2.3.8 Communication, involvement, engagement and consultation

Departmental managers are contacted in advance of each walkround to support planning and staff engagement. Discussion takes place during the visit, and any actions identified are shared with the relevant leads and progressed as required.

2.3.9 Route to the Meeting

The programme is linked to the work of the Governance Committees, and the schedules are presented to the Board to provide oversight and assurance on progress.

2.4 Recommendation

- **Assurance** – To give confidence of compliance with legislation, policy and Board objectives.
- **Awareness** – For Members' information only.

3 List of appendices

The following appendices are included with this report:

- Appendix 1, Board Committee Walkrounds Summary Schedule 2025/2026
- Appendix 2, Board Committee Walkrounds Summary Schedule 2026/2027