Approved Minutes

Meeting: NHS Golden Jubilee Public Board Meeting
Date: Thursday 28 May 2026, 10:00
Venue: Level 5 East Boardroom/MS Teams

Members

Susan Douglas-Scott CBE	Board Chair
Anne Marie Cavanagh	Executive Director of Nursing
Callum Blackburn	Non-Executive Director
Carole Anderson	Executive Director of Transformation, Strategy, Planning and Performance
Carolynne O'Connor	Chief Executive
David McClelland	Non-Executive Director
Jonny Gamble	Executive Director of Finance
Laura Smith	Deputy Chief Executive/Executive Director of People and Culture
Linda Semple	Non-Executive Director
Lindsay Macdonald	Non-Executive Director
Lynne Ayton	Executive Director of Operations
Mark MacGregor	Executive Medical Director (via MS Teams)
Rebecca Maxwell	Non-Executive Director
Stephen McAllister	Non-Executive Director (Vice Chair) (via MS Teams)
Steve Plummer	Non-Executive Director
Stuart Burnside	Employee Director/Non-Executive Director

In Attendance

Nicki Hamer	Head of Corporate Governance and Board Secretary
Russell Scott	Head of Strategic Planning and Programme Management Office (Item 3.5.2)

Apologies

Rob Moore	Non-Executive Director

Minutes

Christine Nelson	Deputy Head of Corporate Governance

1 Opening Remarks

1.1 Chair's Introductory Remarks

Stephen McAllister opened the meeting, welcomed attendees and led the Board in a minute's silence in memory of Morag Brown, who served as a Non-Executive Director of NHS Golden Jubilee until September 2025.

Susan Douglas-Scott joined and assumed the role of Chair and provided an overview of highlights since the previous meeting as follows:

- Attendance at the Board Chairs Away Days in March 2026, which included a session on looking at the role of the Board Chair within Health Boards and how to lead with a compassionate culture. Further Board Chairs meetings were held on 27 April 2026 and 25 May 2026.
- Attended the West Strategic Planning and Delivery meeting.
- Attended the Health Inequalities Scotland Conference.
- Presented at The NHS Scotland Staff Disability Event, which had been set up by Rob White, NHS GJ Equalities Lead, and attended by Disability Networks from across Scotland. It had been agreed to set up a Scottish Disability Network, which would be led by Rob White.
- HSC Performance, Delivery and Assurance Board met on 14 April 2026 and 19 May 2026. This was a high level Programme Board set up to look at Waiting Times across Scotland.
- Delivered a keynote address at the Scotland Policy Conference, which focused on the next steps for Health and Social Care Systems in Scotland.

Susan Douglas-Scott highlighted that the 100 day plan for the new Scottish Government had been shared along with details of the new Government Officers.

1.2 Apologies

Apologies were noted above.

1.3 Declarations of Interest

There were no changes to the standing declarations of interest.

1.4 Matters Arising

There were no matters arising.

1.5 Chief Executive Update

Carolynne O'Connor highlighted the following strategic updates:

- Attendance at the Board Chief Executives (BCE) Meetings and Development sessions, with a focus on the Reform Agenda to support NHS Scotland to be equipped and work collaboratively
- Attendance at Elective Care Transformation Framework meetings, focussing on Planned Care and continuing to look at NHS role within this work.
- Chief Executives and Chairs met with Carline Lamb, Chief Executive of NHS Scotland and Director General of Health and Social Care, to discuss successes and plan next steps.

- Attended the Sub National Planning and Delivery Committee (SPDC) for East and West. The Sub National Plan had now been submitted to Scottish Government (SG) for consideration
- NHS GJ and University of Strathclyde Partnership Board met and discussed areas of contribution and ways to support development of services.
- An external stakeholder meeting had been held with Christine McLaughlin, Chief Operating Officer and Deputy Chief Executive, NHS Scotland, during which priority areas for Health Boards had been discussed.

Within NHS GJ, the following highlights were shared:

- Carolynne O'Connor commended the excellent Year End position for Finance and Efficiencies, along with delivery of Key Performance Indicators (KPIs), which had resulted in a positive position for 2025/2026.
- The Executive Development Sessions continued, which had been reported to be beneficial.
- The Memorandum of Understanding had been renewed with NHS Blood and Transfusion Service.
- The recruitment for the Executive Director of Nursing was underway
- Attended the Volunteers Forum. Carolynne O'Connor highlighted the willingness and level of support provided by Volunteers.
- The organisation had seen positive engagement in awareness weeks for Congenital Heart Disease, Sexual Harassment Workshops and Business Continuity.
- International Nurses Day had been marked with a week of appreciation, celebration and storytelling.
- New staff and patient information screens were being implemented across the site.
- A new Digital Service desk had been implemented.
- Upcoming events included Jubella, being held on 6 June 2026, Volunteers Week on 1-7 June 2026, Armed Forces Week 22-28 June 2026 and Lancastria Memorial on 20 June 2026.
- Carolynne O'Connor congratulated the Conference Hotel on being awarded the Best Conference/Events Hotel in Scotland.

2.0 Consent Agenda Items – Approval Only

Susan Douglas-Scott highlighted the Consent Agenda Items which had been presented to the Board for approval and provided assurance that these items had been approved by the relevant Governance Committees.

2.1 Whistleblowing Annual Report
2.2 Health and Safety Quarter 4 Report
2.3 Golden Jubilee Research Institute Annual Performance Report
2.4 Health and Care Staffing Programme Quarter 4 Report
2.5 Duty of Candour Annual Report for 2025/2026
2.6 NHS GJ Code of Conduct

2.7 NHS GJ Standing Orders
2.8 Board Performance Report
2.9 Standing Financial instructions

The Board approved the Consent Agenda Items presented for approval.

3.0 Governance

3.1 Board

3.1.1 Unapproved Minutes from 26 February 2026 Board Meeting

The Board approved the minutes of the meeting held on 26 February 2026.

3.1.2 Board Action Log

There were no outstanding actions for discussion.

3.2 Clinical Governance

3.2.1 Clinical Governance Performance Report

Anne Marie Cavanagh presented the Clinical Governance Performance Report, highlighting the improved complaints performance and confirming that the Improvement Plan continued to be monitored by the Clinical Governance Risk Management Group.

The Clinical Governance Committee (CGC) had discussed the level of assurance on complaint response rates and had agreed this should remain categorised as limited.

2 Healthcare Associated Infections were reported during Quarter 4, with 5 reported across the year. One Clostridioides Difficile Infection (CDiff) had been reported, bringing the year to date total to 11. Anne Marie Cavanagh assured the Board that cases remained moderate, that adequate controls were in place and further detail would be provided within the Healthcare Associated Infection Report.

The Board approved the Clinical Governance Performance Report Update.

3.2.2 End of Year Overview for Healthcare Associated Infection Report (HAIRT) 2025/2026

Anne Marie Cavanagh provided a summary of the Health Care Associated Infection report, advising that there were no issues requiring escalation. Investigations for any individual cases and monitoring for any patterns or required learning continued. CGC had discussed the rise in CDiff cases and was content with the level of assurance provided.

An NHS Scotland wide Digital Surveillance System was being considered and would be discussed at an upcoming Chief Executives meeting for approval. This would be a welcome replacement for the current manual system. A Health Care Associated Infection (HAI) Surveillance Review had commenced. The last baseline had been set in 2023 and had been deemed no longer appropriate, therefore the review had been welcomed.

The Board approved the Healthcare Associated Infection Report 2025/2026.

3.2.3 Clinical Governance Committee Update

Linda Semple presented the Clinical Governance Committee Update from May 2026, confirming that a detailed discussion had taken place on the HAI findings, noting the seasonality and antibiotic prescribing implications. The Committee noted this was being closely monitored.

The Committee had discussed the Complaints Improvement Plan and had requested some deep dives across several areas.

The Committee approved the Risk Register and agreed that selected risks would be subject to further discussion at future meetings, including consideration of escalation, de-escalation, follow up actions and targeted deep dives.

The Committee thanked staff for compiling the important and detailed reports presented.

The Board noted the Clinical Governance Committee Update.

3.2.4 DL (2026) 05 Security and Governance of NHS Mortuaries

Anne Marie Cavanagh presented an update on recommendations put in place regarding Security and Governance of NHS GJ Mortuary, highlighting that recommendation 15, the annual report, would be implemented at the end of 2026/2027.

Anne Marie Cavanagh advised that some recommendations had not applied to NHS GJ as there was not a full mortuary facility on site, that swipe card access had been installed and any relevant issues would be escalated.

The Board noted the Update on the NHS GJ response to DL (2026) 05 Security and Governance of NHS Mortuaries.

3.3 Staff Governance

3.3.1 Staff Governance Performance Report

Laura Smith presented the Staff Governance Performance Report, advising that a more in-depth report would be discussed during the Private Board meeting.

The Board noted continued workforce pressures. Sickness absence was 7.6%, 0.6% higher than the previous month, with a rolling 12 month rate of 6.5%. Absence related to anxiety/stress/depression or other psychiatric illness had decreased to 26.8%. Turnover remained stable at 0.5% with the rolling rate of 7.8%. Mandatory training compliance remained below the 80% target.

Laura Smith reported that Agenda for Change appraisal had been reported at 66.8%, an increase of 2.4% and 104 doctors out of 142 (73.2%) had a completed appraisal. 90.1% of Job Plans had been completed.

The Board approved the Staff Governance Performance Report.

3.3.2 Staff Governance and Person-Centred Committee Update

Callum Blackburn presented the Staff Governance and Person Centred Committee (SGPCC) Update from the May 2026 meeting.

The Committee welcomed the report on the Equality Outcomes for 2025-2029 and noted that a range of measures was being considered to support an ageing workforce.

The Committee discussed the complexity of implementing the National Business Systems Transformation Programme and noted the value of Laura Smith's involvement in this work.

The Committee noted good progress on the Agenda for Change changes.

The Committee were satisfied with and appreciative of staff supporting the areas of work discussed at the meeting.

The Board noted the Staff Governance and Person Centred Committee Update and noted that the Business Systems Transformation Programme would be discussed further at a future Board Seminar.

3.4 Finance and Performance

3.4.1 Operational Performance

Lynne Ayton presented the Operational Update for Year End 2025/2026, noting overall delivery against plan, despite significant challenges during the year.

At year end, performance was excellent across services, with Heart and Lung Division (HLD) slightly below plan, National Elective Services (NES) slightly above plan with Radiology performing strongly.

With regard to Treatment Time Guarantee (TTG) and Outpatient Waiting Times, 89.7% of Outpatients waited less than 12 weeks, against a target of 90%. One patient within Scottish Advanced Congenital Cardiac Service (SACCS), 10 Electrophysiology (EP) patients and 2 Orthopaedic joint patients had been waiting over 52 weeks, all due to patient unavailability.

Lynne Ayton highlighted the areas rated red in the Board Performance Report and provided assurance on the mitigation and improvement actions in place.

Lynne Ayton reported Service highlights which included a 7.3% over performance in the Thoracic Service and 40 Heart Transplants with excellent outcomes. Donation after Death (DCD) transplants had increased. The Ophthalmology Peer Review had been successful and the Service reported a year end over achievement by 41 procedures, which included recovered planned NHS Scotland Academy activity shortfall. General surgery reported 110 procedures and Endoscopy were 3% ahead of Plan.

Susan Douglas-Scott commended the Operational Performance.

Lindsay Macdonald asked if metrics could be reported from an NHS GJ aspect instead of national metrics. Lynne Ayton advised that the data reported was within NHS GJ control and was live.

Carole Anderson confirmed that KPIs were reviewed annually and would be presented to the Executive Leadership Team (ELT) in June 2026. She also advised that a new waiting times dashboard was being developed to show both the national and local position, with an update to be provided to Governance Committees in August 2026.

The Board approved the Operational Performance Report.

3.4.2 Financial Summary Report

Jonny Gamble presented the Financial Summary Report, advising that NHS GJ had delivered a strong financial outturn for 2025/2026.

Jonny Gamble outlined the achievements of the 3 main metrics of the Plan for 2025/2026, subject to audit confirmation, advising that the draft Month 12

outcome reported a surplus of £0.315m. Efficiency targets of £9.099m were achieved, with an additional saving of £741k, £2.1m of which was recurring, against a target of £8.4m. The Capital Plan of £19.8m, including £2.6m revenue to capital transfer agreed with Scottish Government, was achieved in full with capital expenditure of £19.878m.

The final outcome position of £286.853m was above budget plan of £286.240m, resulting in a favourable variance of £0.613m. Final expenditure of £286.538m was reported below a planned budget of £286.240m, resulting in a favourable variance of £0.298m.

Jonny Gamble reported that the overachievement of £741k efficiency savings had been driven by a renewed focus on Achieving the Balance.

Lindsay Macdonald commended the work undertaken by the Finance Team, highlighted that 2.9% savings seemed achievable and asked what the approach was for future recurring savings.

Jonny Gamble advised that discussions were underway to identify which elements of the nursing workforce budget were recurrent, alongside the current staffing review to support the identification of recurring savings.

Carolynne O'Connor highlighted that the timing of the nursing review and the financial deep dive of alignment of budgets was timely and the outcome of this work would support identifying future recurring savings.

The Board approved the Financial Summary Report.

3.4.3 Capital Position 2025/2026

Jonny Gamble presented the Capital Position for 2025/2026, including a breakdown of spend, highlighting that Capital delivery remained a significant organisational risk, although the highest level of non-expansion Capital investment had been achieved.

Rebecca Maxwell commended the Finance Team on the achievement of the Capital spend and acknowledged the ongoing work to spread Capital spend more evenly across the financial year.

Jonny Gamble advised that during the first 9 months of 2025/2026 only 42% of Capital had been spend, resulting in the remainder requiring to be spent in the final quarter. Some purchases had been made in partnership with larger Health Boards to obtain preferential procurement rates. Strategic Capital Planning Group now met monthly to support improvements in Capital spend and to ensure best alignment to clinical areas.

Susan Douglas-Scott thanked the Finance Team for achieving an excellent year-end position, for the level of assurance provided, the challenges required to be overcome to achieve the final result and asked for the Board's thanks to be passed on to the Finance Team.

The Board approved the 2025/2026 Capital Position Report.

3.4.4 Finance and Performance Committee Update

Stephen McAllister provided an update from the Finance and Performance Committee meeting in May 2026, reporting that the majority of topics covered by the Committee had been covered during earlier discussions within the Board meeting.

The Committee had discussed how to improve recurring savings and capital spend and had thanked the Finance Team for compiling the annual reviews, acknowledging the level of input required for this work.

The Committee would identify areas for deep dives which would likely include cyber security.

The Board noted the Finance and Performance Committee Update.

3.4.5 Audit and Risk Committee Update

Lindsay Macdonald provided an update from the Audit and Risk Committee meeting in May 2026, advising that the Committee had reflected on the work of the previous year, including the improvements made and the excellent progress on the Internal Audit Actions, with only 1 remaining outstanding.

The Committee recognised the positive working relationship with Azets and KPMG, internal and external auditors, and noted that future deep dives would be further discussed.

Lindsay Macdonald thanked the Head of Corporate Governance for the good management of the Committee.

Linda Semple highlighted the 59% reduction in tender waivers which demonstrated good financial governance, especially in procurement.

The Board noted the Audit and Risk Committee update.

3.4.6 Annual Delivery Plan Quarter 4 Update

Carole Anderson presented the Quarter 4 Review of the Annual Delivery Plan (ADP) 2025/2026 and the Operational Improvement Plan (OIP) Assurance Report for 2025/2026, advising that as a result of the recent Scottish Government elections, no new guidance had yet been issued and Health Boards had been requested to continue 2025/2026 priorities into Quarter 1 of 2026/2027.

A new plan and priorities were being developed for NHS GJ, which would be presented to the Board at the August 2026 meeting.

Carole Anderson advised that there had been no significant change in the status of the current ADP. One deliverable remained red but was expected to improve during the current quarter, reflecting the stretching nature of the target.

There had been small elements of change in Waiting Times performance and regarding the planned care profile for 5/7 working. Radiography recruitment remaining challenging.

Carole Anderson advised that there were no areas of substantial concern within the OIP and that the ADP and OIP would align fully in 2026/2027 to the governance cycles, with streamlined reporting which would align with the new Performance Reports.

The Board approved the Annual Delivery Plan Quarter 4 update.

3.5 Strategic Portfolio Governance

3.5.1 Strategic Portfolio Governance Committee Update

Rebecca Maxwell provided an update from the Strategic Portfolio Governance Committee meeting in May 2026.

The Committee noted the completion of several initiatives within the Digital Plan and recognised stronger governance following the introduction of the Digital Steering Group. This has improved operational oversight and provided assurance that priorities and supporting processes were in place.

Rebecca Maxwell highlighted that the Committee had discussed the potential significant impact of the Business Services Transformation project and recognised the requirement for this to be reflected in the Risk Register.

The Committee commended the strategic partnership work, recognising the clear purpose of the partnerships and the mutual benefits they delivered. It also highlighted the importance of ensuing that benefits realisation processes were in place.

The Board approved the Strategic Portfolio Governance Committee Update.

3.5.2 Centre for Sustainable Delivery – Core Programme Updates and Assurance Statement

Susan Douglas-Scott welcomed Russell Scott to the meeting to present an overview of the work of Centre for Sustainable Delivery (CfSD).

Russell Scott presented the Annual Work Plan (AWP) for CfSD, which included 11 dedicated programmes, more than 70 workstreams and projects aligned to strategic priorities and over 230 defined areas of activity.

Russell Scott provided an overview of the work of CfSD over 2025/2026, including the key successes and achievements.

Russell Scott provided assurance that CfSD had delivered the aims and objectives outlined within the AWP, advising that the full 2025/2026 Annual Report was being compiled.

Russell Scott highlighted that the risk relating to the absence of baselined recurring core funding remained, that the 2026/2027 AWP was in the final stages of development and that an initial draft commissioning letter for 2026/2027 had been received from Scottish Government for comment.

Susan Douglas-Scott highlighted that the 2026/2027 AWP would be presented at a future Board meeting for approval and recognised the incredible positive impact that the work of CfSD had on NHS Scotland.

Linda Semple highlighted the potential risk of CfSD's success resulting in unrealistic expectations being put on CfSD and the requirement for clarity of CfSD's role and baseline funding.

Callum Blackburn asked for further detail on the risk relating to 2 year fixed term contracts. Russell Scott advised that impact assessments had been developed with the People Team and Central Legal Office and a model was being put in place, along with monthly monitoring taking place to actively mitigate and plan to minimise any risk and impact.

Susan Douglas-Scott requested that Russell Scott fed back thanks to the full CfSD team, on behalf of the Board, for their hard work.

The Board approved the Centre for Sustainability Core Programme Update.

3.6 Corporate Governance

3.6.1 Strategic Risk Register

Jonny Gamble presented the Strategic Risk Register, reporting that from a governance perspective, the ELT Risk Group was now well embedded to ensure regular monitoring, discussion and challenge of the full Risk Register.

Following the Internal Audit recommendations, the Risk Management Framework had been revised and cascaded to Senior Leadership Team (SLT).

Jonny Gamble provided an overview of any changes to the Strategic Risk Register.

The Board approved the Strategic Risk Register.

3.6.2 Corporate Governance Annual Report for 2025/2026

Susan Douglas-Scott thanked ELT and members of the Committees for their hard work in ensuring appropriate governance was in place for NHS GJ and thanked Nicki Hamer for writing the Corporate Governance Annual Report 2025/2026.

Carole Anderson presented the Corporate Governance Annual Report for 2025/2026, advising that the Report provided a good summary and assurance of all 27 actions from the Blueprint of Good Governance Action Plan.

Carole Anderson thanked Nicki Hamer for assembling the report which provided a snapshot of events across the year and strengthened governance and control themes.

Callum Blackburn commented that the report was well written and represented Corporate Governance in an accessible way.

The Board approved the Corporate Governance Annual Report for 2025/2026.

3.6.3 Board Assurance Framework

Carole Anderson presented the Board Assurance Framework (BAF) which had been develop collaboratively by NHS Scotland Board Secretaries to strengthen oversight and assurance.

Carole Anderson advised that workshops had been held as part of the implementation of the BAF, designed to ensure appropriate governance and detail was provided to NHS GJ Board and Governance Committees. The new meeting paper template would be fully embedded for the next Governance Committee cycle.

The BAF was described as a live document that would be updated to reflect the agreed Corporate Objectives and any material changes during the year.

The Board approved the Board Assurance Framework.

3.6.4 Reform Update

Carolynne O'Connor provided an update on the Scottish Government Reform Programme advising that regular meetings were taking place with the Chief Operating Officer and Chief Executives of the East and West Sub National Strategic Planning and Delivery Committees, to build on best practice, strengthen collaboration , and support delivery of Scottish Government priorities.

The Board noted the Reform Update.

4 Consent Agenda Items – For Awareness Only

There were no Consent Agenda Items presented for awareness.

5 Consent Agenda Items – For Approval- No Further Discussion

5.1 Minutes for Approval

The Committee approved the following Consent Agenda Items:

5.1.1 Clinical Governance Committee Approved Minutes 12 February 2026
5.1.2 Staff Governance and Person-Centred Committee Approved Minutes 10 February 2026
5.1.3 Finance and Performance Committee Approved Minutes 12 February 2026
5.1.4 Audit and Risk Committee Approved Minutes 17 February 2026
5.1.5 Strategic Portfolio Governance Committee Minutes 4 November 2025.

6 Any Other Competent Business

David McClelland highlighted that some very positive feedback had been received at the national Organ Donation event regarding the work of NHS GJ.

7 Date and Time of Next Meeting

The next meeting of NHS GJ Board had been scheduled for Thursday 25 June 2026.

As per Section 5.22 of the Board's Standing Orders, the Board met in Private Session following the meeting to consider certain items of business.