



Report from the October 2025 meeting of the NHSGGC Board (4 November 2025, 3.05pm)

The NHS Board met on Thursday 30 October 2025. The full set of papers are [here](#). As part of the Chair's commitment to take the Board out and about, the October Board meeting was held in New Stobhill Hospital.

This summary sets out key decisions and issues considered at the meeting.



Chair's Report

Dr Lesley Thomson, KC, paid tribute to Director of Finance, Colin Neil, who is retiring after more than 36 years with the NHS. She expressed gratitude for his financial leadership, stewardship, and significant contribution to Board governance.

Dr Thomson welcomed new Non-Executive Board member, Jamie Kinlochan BEM, to the Board. She also reported that Employee Director, Ann Cameron-Burns, had been re-elected for a period of four years.

Dr Thomson's full list of engagements for the period will be published on the website however she wished in particular to highlight a Black History Month celebration that she had attended along with various Board members and to thank members of the BME staff forum for organising the event.

Chief Executive's Report

Professor Jann Gardner reported that services continue to be very busy and expressed her sincere thanks to all staff for their dedication and commitment to patients.

She outlined a number of events that she and the Chair had attended including the NHSGGC Annual Review hosted by Ms Jenni Minto MSP, Minister for Public Health and Women's Health and a visit by the Cabinet Secretary for Health and Social Care to the ICE Building on the QEUH campus. She was also delighted to attend an event to celebrate our Modern Apprentices.

Looking forward, the Chief Executive highlighted various upcoming events. On 3rd November, the First Minister, John Swinney, would make a visit to the Queen Elizabeth University Hospital to hear about the progress being made in NHSGGC to drive down waiting times, supported by investment from Scottish Government. Professor Gardner also looked forward to joining colleagues at the Whole System Hackathon on 19th November, and on 5th December, colleagues would come together for the Culture Hackathon.

Professor Gardner concluded by thanking Colin Neil for his service and welcomed Michael Breen as the incoming Director of Finance, and Russell Coulthard as the new Deputy Chief Operating Officer.

Urgent Statement on Maternity and Neonatal Services

Professor Angela Wallace, Executive Nurse Director, gave a statement on maternity care following the BBC Disclosure documentary which aired on 28th October 2025 on maternity care in Scotland. She offered her heartfelt condolences to the Greater Glasgow and Clyde parents who had participated in the

programme and confirmed the commitment of the Board to learn from the experiences of families and also from other reviews.

She outlined the ongoing significant improvement focus on NHSGGC's maternity and neonatal services. This has included:

- Increasing our engagement with women, families and staff
- Improving the experience of BME women
- Enhancing our bereavement support
- Introducing a new triage system with additional midwifery staffing
- A successful recruitment campaign which has seen 44 wte Newly Qualified Midwives join us in October and a further 12 wte starting in January.

She welcomed the new Scottish Maternity and Neonatal Taskforce announced by the Cabinet Secretary in his statement to Parliament and also the national maternity standards under development.

Patient Story

This month's [story](#) hears about the Cancer Older People's Service (COPS) based at the Beatson West of Scotland Cancer Centre, which offers comprehensive geriatric assessment to optimise physical, psychosocial, and functional health.



Transforming Together Programme

William Edwards, Deputy Chief Executive and Chief Operating Officer and Claire MacArthur, Director of Planning, provided a comprehensive update on the Transforming Together Programme.

The Transforming Together Portfolio incorporates the following programmes:

- The GGC Way Forward
- Interface & Urgent Care
- Primary Care
- Mental Health
- Cancer & Planned Care
- Women's and Children

A consistent framework of monitoring and reporting for all programmes and their projects within the Transforming Together Portfolio is being developed, the first of which was presented to the Board.

Key highlights included:

GGC Way Forward: the programme remains on track across both the wider whole system and sector-based action plans with 70% of planned actions implemented.

Interface & Urgent Care: The Interface & Urgent Care Programme remains on track, with co-ordinated and accelerated progress across all five core projects. Interface & Urgent Care Transformation is supported by £20.9m additional Scottish Government funding.

Wider Programmes: Our wider programmes of Women & Children's, Primary Care, Mental Health and Cancer & Planned Care are all on track.

The full report can be viewed [here](#).

Performance Report

The Board received the regular performance report and a full report into the actions being taken to improve the 62-day cancer performance. The deep dive into cancer performance identified rising Urgent Suspicion of Cancer referrals as a sustained trend, with targeted actions underway including recruitment, outsourcing diagnostics, and pathway redesign.

The full report can be viewed [here](#).

Winter Plan

This year's Whole System Winter Plan focuses on building a resilient and responsive system which is prepared for the unique challenges posed by the winter months.

The plan is structured into ten key sections, covering critical aspects of winter preparedness, planning principles and priorities, current context, high-impact milestones being delivered through our Transforming Together Programme, winter vaccination, staff wellbeing, targeted public and staff messaging, and our plans for monitoring alongside a new Whole System Escalation and Decompression framework.

By focusing on these areas, the plan aims to ensure that we can maintain high standards of care and effectively manage the increased demand during the winter period. Our 25/26 plan will be delivered within our current resources and additional Scottish Government investment received for our Urgent Care Operational Improvement Plan and Planned Care Programme.

The Board discussed the importance of targeted and tailored communications to support our patients to use services appropriately, including direction and redirection messages. Sandra Bustillo, Director of Communications and Public Engagement, informed the Board that a series of focus groups were underway to test our communications and messaging with the public.

The Board approved the [Whole System Winter Plan](#).

Innovation Story

Dr Scott Davidson, Medical Director, introduced the innovation video, the first in a series of spotlights on NHSGGC Research and Innovation to be presented at Board meetings. This video features the RADICAL (Radiograph Accelerated Detection and Identification of Cancer of the Lung) trial underway in NHSGGC, an AI-enhanced chest X-ray reporting solution which aims to improve early detection of lung cancer.

NHS Greater Glasgow and Clyde Research and Innovation Patient Story

October 2025 Board Meeting

Larkfield Unit

The Board noted and welcomed the news that NHSGGC has taken over ownership and maintenance of the Larkfield Unit at Inverclyde Royal Hospital in Greenock, following the formal conclusion of a 25-year Private Finance Initiative (PFI) agreement. The unit was handed over to NHSGGC on 31st October 2025.

The full report can be viewed [here](#).

**It is important to share Core Brief with colleagues who do not
have access to a computer.**

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