

NHS Greater Glasgow and Clyde	Paper No. 25/154
Meeting:	NHSGGC Board Meeting
Meeting Date:	18 December 2025
Title:	Board Annual Cycle of Business
Sponsoring Director:	Ms Elaine Vanhegan, Director of Corporate Services and Governance
Report Author:	Ms Kim Donald Corporate Services Manager - Governance /Board Secretary

1. Purpose

The purpose of the paper is to ensure awareness of the Board's Annual Cycle of Business aligned to our Corporate Aims and Corporate Objectives.

2. Executive Summary

The paper can be summarised as follows:

- The attached Annual Cycle of Business describes the timetable of topics/discussion, the business items that will be considered, and their Corporate Objective alignment.
- It is important to note that this is a dynamic process, and items may require to be added or moved, however any alteration will be advised and annotated to ensure transparency.

3. Recommendations

The NHS Board is asked to consider the following recommendations:

- Note the contents of the timetable.
- Be assured that the topics considered are in line with our Corporate Objectives.

4. Response Required

This paper is presented for **approval**.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

• Better Health	<u>Positive</u> impact
• Better Care	<u>Positive</u> impact
• Better Value	<u>Positive</u> impact
• Better Workplace	<u>Positive</u> impact
• Equality & Diversity	<u>Positive</u> impact
• Environment	<u>Positive</u> impact

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

- Regular updates to the Board as part of the Active Governance papers.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

- As above.

8. Date Prepared & Issued

Prepared on: 4 December 2025

Issued on: 10 December 2025

Board Annual Cycle of Business – 2025/26**Corporate Objective Alignment****Better Health:**

- **COBH1 To reduce the burden of disease on the population through health improvement programmes that deliver a measurable shift to prevention rather than treatment.**
- **COBH2 To reduce health inequalities through advocacy and community planning.**
- **COBH3 To reduce the premature mortality rate of the population and the variance in this between communities.**
- **COBH4 To ensure the best start for children with a focus on developing good health and wellbeing in their early years.**
- **COBH5 To promote and support good mental health and wellbeing at all ages.**

Better Care:

- **COBC6 To provide a safe environment and appropriate working practices that minimise the risk of injury or harm to our patients and our people.**
- **COBC7 To ensure services are timely and accessible to all parts of the community we serve.**
- **COBC8 To deliver person centre care through a partnership approach built on respect, compassion and shared decision making.**
- **COBC9 To continuously improve the quality of care, engaging with our patients and out people to ensure healthcare services meet their needs.**
- **COBC10 To shift the reliance on hospital care towards proactive and co-ordinated care and support in the community.**

Better Value:

- **COBV11 To ensure effective financial planning across the healthcare system that supports financial sustainability and balanced budgets.**
- **COBV12 To reduce cost variation, improve productivity and eliminate waste through a robust system of efficiency savings management.**
- **COBV13 To exploit the potential for research, digital technology and innovation to reform service delivery and reduce costs.**
- **COBV14 To utilise and improve our capital assets to support the reform of healthcare.**

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Better Workplace

- COBW15 To ensure our people are treated fairly and consistently, with dignity and respect, and work in an environment where diversity is valued.
- COBW16 To ensure our people are well informed.
- COBW17 To ensure our people are appropriately trained and developed.
- COBW18 To ensure our people are involved in decisions that affect them.
- COBW19 To promote the health and wellbeing of our people.
- COBW20 To provide a continuously improving and safe working environment.
- Provisional dates subject to annotated amendments

Agenda Item/Topic	Lead	29 April 25	24 June 25	21 August 25	30 October 25	18 December 25	26 February 26	Corporate Objective Coverage
Standing Items								
Introductory Remarks, Welcome and Apologies	Chair	x	x	x	x	x	x	
Declarations of Interest	Chair	x	x	x	x	x	x	
Minutes of previous meeting	Chair	x	x	x	x	x	x	
Matters Arising and Rolling Action List	Chair	x	x	x	x	x	x	
Chair's Update	Chair	x	x	x	x	x	x	
Chief Executive's Update	CE	x	x	x	x	x	x	
Patient Story	DoN	x	x	x	x	x	x	
Innovation (Video)	DoCPE				x	x	x	
Governance	Lead	29 April 25	24 June 25	21 August 25	30 October 25	18 December 25	26 February 26	Corporate Objective Coverage
Communications and Engagement Update	DoCPE	x	x	x	x	x	x	COBC6/COBC8
Board Activity Update	DOCSG	x	x	x	x	x	x	COBC6/COBC8
Key Updates from Standing Committees	DOCSG	x	x	x	x	x	x	COBC6/COBC8
Board Annual Cycle of Business	DOCSG	x	x	x	x	x	x	COBC6/COBC8

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Board Calendar of Meetings 2026/27	DOCSG				x	x ¹		COBC6/COBC8
FAI Update	DOCSG/MD	x	x	²	x	³	x	COBC6/COBC8
Corporate Objectives	DoCGA						x ⁴	COBC6/COBC8
Implementing the Active Governance Approach/Board Development Plan	DoCGA			x				COBC6/COBC8
Stakeholder Engagement Short Life Working Group Update	DoCPE		x					COBC6/COBC8
Review of Governance Structure and Membership	DOCGA	x						COBC6/COBC8
Integration Schemes ⁵	CO					⁶		COBC6/COBC8
Annual Review of Governance	DoCGA		x					COBC6/COBC8
People Committee TOR	DOCGA					x		COBC6/COBC8
Business Continuity Policy	DOPH					x		COBC6/COBC8
NHSGGC Neurodevelopmental Pathway	CO					x ⁷		COBC6/COBC8
Risk	Lead	29 April 25	24 June 25	21 August 25	30 October 25	18 December 25	26 February 26	Corporate Objective Coverage
Corporate Risk Register	DoF	x	x	x	x	x	x	COBW6-20
Risk Appetite Statement	DoF						x	COBW6-20
Risk Strategy	DoF				x			COBW6-20

¹ Added following formal approval of PPRC

² No determinations received

³ No determinations received

⁴ Deferred to consider SRF

⁵ Deferred from June to October as Integration Schemes are being finalised

⁶ Deferred to allow ongoing work to conclude

⁷ Added for awareness regarding national Access Policy

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Performance	Lead	29 April 25	24 June 25	21 August 25	30 October 25	18 December 25	26 February 26	Corporate Objective Coverage
NHSGGC Board Performance Report - GGC the Way Forward - Transforming Together - Planned Care	DoF	x	x	x	x	x	x	COBC7
HAIRT	ND	x	x	x	x	x	x	COBC6
Cancer Performance ⁸	DCE				x	x ⁹		COBC7
IPQR	DCE					x	x	COBC7
Finance	Lead	29 April 25	24 June 25	21 August 25	30 October 25	18 December 25	26 February 26	Corporate Objective Coverage
NHSGGC Finance Report	DoF	x	x	x	x	x	x	COBV11
Financial Plan 2025/26	DoF	x						COBV11
Capital Plan 2025/26	DoF	x						COBV11
Improving Public Services and NHS Renewal	DoF	x						COBV11
Annual Report and Consolidated Accounts	DoF		x					COBV11
Sustainability Strategy – Annual Review	DoEF						x	COBC9
Procurement Strategy – 2025 – 2029 Update	DoEF	x						COBC9
Business Continuity Plan – tbc subject to SG reporting	DoEF						xtbc	COBC9
Larkfield PFI	DoF				x ¹⁰			COBC9
Disposal of West Glasgow ACH	DoEF				x			COBC9

⁸ Deep Dive agreed as an action at August Board

⁹ Action from Oct Board for cancer performance to be brought back

¹⁰ Added following August FPP

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Strategies and Reports	Lead	29 April 25	24 June 25	21 August 25	30 October 25	18 December 25	26 February 26	Corporate Objective Coverage
Hospital Actions/Safety	MD/ND	x						All
Winter Plan – 2025/26	MD				x	x	x	All
Delivery Plan – 2025/26	MD		x					COBC6-10 COBV11
GGC The Way Forward – Update	MD			x				COBC6-10 COBV11
Quality Strategy – Annual Update	DoN			x				COBC6
Clinical & Care Governance Annual Report	MD				x			COBC6
Duty of Candour Annual Report	MD				x			COBC6
Public Protection Strategy Annual Update	DoN				x			COBC06-10
Nursing and Midwifery Strategy	DoN	x						COBC06-10
Maternity and Neonatal Strategy Annual Update	DoN						x ¹¹	COBC06-10
Maternity Improvement Programmes	DoN					x		COBC06-10
Infection, Prevention and Control Annual Report	DoN					x ¹²		COBC06-10
Primary Care Strategy Annual Update	CO	x						COBH1-5
GP OOH One Year Impact Report	CO		x					COBC6/COBC10
Stakeholder Communications and Engagement Strategy 2024-27 - Update	DOCPE	x						COBC6/COBC10

¹¹ Deferred following CCG committee request for further detail

¹² Added following amendment to reporting cycle through CCG

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Agenda Item/Topic	Lead	29 April 25	24 June 25	21 August 25	30 October 25	18 December 25	26 February 26	Corporate Objective Coverage
Research and Innovation Annual Report	MD				x			COBV13
Research and Innovation Strategy - Update	MD			x				COBV13
Feedback, Comments, Complaints and Concerns Annual Report 2024/25	DoN				x			COBC6
SAERs Interim Position	MD		x		x			COBC6
SAER Policy	MD					x		COBC6
SAER Deep Dive	MD					x		COBC6
Public Health Screening Programme Annual Report	DoPH		x					COBH3
Population Health & Well Being Committee Chair's Report and Minutes	Chair of the Committee	x			x		x	COBH1-5
Public Health Strategy 2018-2028: Turning the Tide through Prevention – Annual Update	DoPH		x					COBH1-5
Joint Health Protection Plan 2025-2027	DoPH		x					COBH1-5
A Fairer NHSGGC - Equalities Scheme 2024-2025 – Review	DOPH	x						COBW15-20
Fairer NHSGGC 2025/2029	DOPH	x						COBW15-20
UNCRC Annual Report	DOPH			x				COBW15-20
NHSGGC Digital Strategy (update)	DoEH						x	COBC9
Workforce Strategy 2025-30	DOHROD		x					COBW15-20
Internal Communications & Employee Engagement Strategy Annual Review	DOHROD/						x	COBW15-20

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	DoCPE							
Whistleblowing Annual Report	DOCSG		x					COBW15-20
Whistleblowing Action Plan Update ¹³	DOCSG							COBW15-20
HCSSA Annual Report	ND	x						COBW15-20
Adverse Weather De-Brief	DoPH	x						COBW15-20
Recording Board Meetings	DoCSA	x						COBC9
Policy Update (date TBC) ⁱ	DoCGA							COBW15-20
Pharmacy Practices Committee Update (When required)	Chair							COBC9
Committee Feedback for Assurance	Lead	29 April 25	24 June 25	21 August 25	30 October 25	18 December 25	26 February 26	Corporate Objective Coverage
Audit & Risk Committee Chair's Report and Minutes	Chair of the Committee	x	x		x	x		COBV11-14
Area Clinical Forum Chair's Report and Minutes	Chair of the Committee		x	x	x	x	x	COBC06-10
Clinical and Care Governance Committee Chair's Report and Minutes	Chair of the Committee	x	x		x	x		COBC06-10
Finance Planning and Performance Committee Chair's Report and Minutes	Chair of the Committee	x	x	x	x	x	x	COBV11-14
Inquiries Oversight Sub-Committee Chair's Report and Minutes	Chair of the Committee			x				COBV11-14
People Committee Chair's Report and Minutes	Chair of the Committee		x	x	x	x		COBW15-20

¹³ Defer to April meeting to allow IA report to be brought to March ARC

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Population Health and Wellbeing Committee Chair's Report and Minutes	Chair of the Committee		x		x			COBH1-5
Staff Governance Committee Chair's Report and Minutes	Chair of the Committee		x	x		x	x	COBW15-20
IJB Leads Report	IJB Lead	x	x	x	x	x	x	COBV11-14

Abbreviations	
DoF	Director of Finance
COO	Chief Operating Officer
CO, GCHSCP	Chief Officer, Glasgow City HSCP
MD	Medical Director
CE	Chief Executive
DoCGA	Director of Corporate Governance and Administration
DoGPOOH	Director of GP Out of Hours
DoEF	Director of Estates and Facilities
DoHROD	Director of Human Resources and Organisational Development
DOCPE	Director of Communications and Public Engagement
DoPC	Director of Primary Care
DoPH	Director of Public Health
DoEH	Director of eHealth
DoIPC	Director of Infection Prevention and Control

ⁱ Deferred from December – April 2026