

<b>NHS Greater Glasgow and Clyde</b>	<b>Paper No. 25/103</b>
<b>Meeting:</b>	<b>NHSGGC Board Meeting</b>
<b>Meeting Date:</b>	<b>21 August 2025</b>
<b>Title:</b>	<b>Board Annual Cycle of Business 2025/26</b>
<b>Sponsoring Director:</b>	<b>Ms Elaine Vanhegan, Director of Corporate Services and Governance</b>
<b>Report Author:</b>	<b>Ms Kim Donald Corporate Services Manager - Governance /Board Secretary</b>

## 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. The paper also includes an updated cycle of business for the Board Seminars and Briefings.

## 2. Executive Summary

The paper can be summarised as follows:

- The attached Annual Cycle of Business describes the timetable of topics/discussion for 2025/26, the business items that will be considered, and their Corporate Objective alignment.
- The Seminar Annual Cycle of Business outlines the timetable of topics/discussion for 2025/26 with some topics to be confirmed acknowledging the changing landscape and ensuring flexibility to update our members with key information.
- 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 Board and Seminar timetables.
- 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: 8 August 2025  
Date issued: 13 August 2025

Board Annual Cycle of Business – 2025/26
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Corporate Objective alignment
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**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.**

**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.**

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- 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	
<b>Governance</b>	<b>Lead</b>	<b>29 April 25</b>	<b>24 June 25</b>	<b>21 August 25</b>	<b>30 October 25</b>	<b>18 December 25</b>	<b>26 February 26</b>	<b>Corporate Objective Coverage</b>
Communications and Engagement Update	DoCPE	x	x	x	x	x	x	
Board Activity Update	DOCSG	x	x	x	x	x	x	
Key Updates from Standing Committees	DOCSG	x	x	x	x	x	x	
Board Annual Cycle of Business	DOCSG	x	x	x	x	x	x	
FAI Update	DOCSG/MD	x	x	<sup>1</sup>	x	x	x	

<sup>1</sup> No determinations received

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Corporate Objectives	DoCGA						<b>x<sup>2</sup></b>	
Implementing the Active Governance Approach/Board Development Plan	DoCGA			<b>x</b>				COBC6/COBC8
Stakeholder Engagement Short Life Working Group Update	DoCPE		<b>x</b>					COBC6/COBC8
Review of Governance Structure and Membership	DOCGA	<b>x</b>						COBC6/COBC8
Integration Schemes <sup>3</sup>	CO				<b>x</b>			COBC6/COBC8
Annual Review of Governance	DoCGA		<b>x</b>					COBC6/COBC8
<b>Risk</b>	<b>Lead</b>	<b>29 April 25</b>	<b>24 June 25</b>	<b>21 August 25</b>	<b>30 October 25</b>	<b>18 December 25</b>	<b>26 February 26</b>	<b>Corporate Objective Coverage</b>
Corporate Risk Register	DoF	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	COBW6-20
Risk Appetite Statement	DoF						<b>x</b>	COBW6-20
Risk Strategy	DoF				<b>x</b>			COBW6-20
<b>Performance</b>	<b>Lead</b>	<b>29 April 25</b>	<b>24 June 25</b>	<b>21 August 25</b>	<b>30 October 25</b>	<b>18 December 25</b>	<b>26 February 26</b>	<b>Corporate Objective Coverage</b>
NHSGGC Board Performance Report - GGC the Way Forward - Transforming Together - Planned Care	DoF	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	COBC7
HAIRT	ND	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	COBC6
<b>Finance</b>	<b>Lead</b>	<b>29 April 25</b>	<b>24 June 25</b>	<b>21 August 25</b>	<b>30 October 25</b>	<b>18 December 25</b>	<b>26 February 26</b>	<b>Corporate Objective Coverage</b>
NHSGGC Finance Report	DoF	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	COBV11
Financial Plan 2025/26	DoF	<b>x</b>						COBV11
Capital Plan 2025/26	DoF	<b>x</b>						COBV11
Improving Public Services and NHS Renewal	DoF	<b>x</b>						COBV11

<sup>2</sup> Deferred to consider SRF

<sup>3</sup> Deferred from June to October as Integration Schemes are being finalised

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Annual Report and Consolidated Accounts	DoF		<b>x</b>					COBV11
Sustainability Strategy – Annual Review	DoEF					<b>x</b>		COBC9
Procurement Strategy – 2025 – 2029 Update	DoEF	<b>x</b>						COBC9
Business Continuity Plan	DoEF						<b>xtbc</b>	COBC9
Patient Private Funds	DoF				<b>x<sup>4</sup></b>			COBV11
<b>Strategies and Reports</b>	<b>Lead</b>	<b>29 April 25</b>	<b>24 June 25</b>	<b>21 August 25</b>	<b>30 October 25</b>	<b>18 December 25</b>	<b>26 February 26</b>	<b>Corporate Objective Coverage</b>
Hospital Actions/Safety	MD/ND	<b>x</b>						All
Winter Plan - Update	MD				<b>x</b>	<b>x</b>	<b>x</b>	All
Delivery Plan – 2025/26	MD		<b>x</b>					COBC6-10 COBV11
GGC The Way Forward – Update	MD			<b>x</b>				COBC6-10 COBV11
Quality Strategy – Annual Update	DoN			<b>x</b>				COBC6
Clinical & Care Governance Annual Report	MD				<b>x</b>			COBC6
Duty of Candour Annual Report	MD				<b>x</b>			COBC6
Adult Mental Health Strategy Annual Update	CO				<b>x</b>			COBC06-10
Public Protection Strategy Annual Update	DoN				<b>x</b>			COBC06-10
Nursing and Midwifery Strategy	DoN	<b>x</b>						COBC06-10
Maternity and Neonatal Strategy Annual Update	DoN					<b>x</b>		COBC06-10
Primary Care Strategy Annual Update	CO	<b>x</b>						COBH1-5
GP OOH One Year Impact Report	CO		<b>x</b>					COBC6/COBC10

<sup>4</sup> Changed from June mtg as going to ARC in September

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Stakeholder Communications and Engagement Strategy 2024-27 - Update	DOCPE	x						COBC6/COBC10
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					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
Staff Health Strategy – Annual Review	DOHROD					x		COBW15-20
Workforce Strategy 2025-30	DOHROD		x					COBW15-20
Internal Communications & Employee Engagement Strategy Annual Review	DOHROD/ DoCPE						x	COBW15-20
Whistleblowing Annual Report	DOCSG		x					COBW15-20
Whistleblowing Action Plan Update	DOCSG				x			COBW15-20

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HCSSA Annual Report	ND	x						COBW15-20
Adverse Weather De-Brief	DoPH	x						COBW15-20
Recording Board Meetings	DoCSA	x						COBC9
Policy Development Framework	DoCGA				x			COBW15-20
Pharmacy Practices Committee	Chair							COBC9
<b>Committee Feedback for Assurance</b>	<b>Lead</b>	<b>29 April 25</b>	<b>24 June 25</b>	<b>21 August 25</b>	<b>30 October 25</b>	<b>18 December 25</b>	<b>26 February 26</b>	<b>Corporate Objective Coverage</b>
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
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



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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

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## NHS GREATER GLASGOW AND CLYDE

Board Development Sessions - Seminars and Briefings 2025/26 ACOB		
Date	Topic	Executive Lead
10 April 2025 (Briefing)	<ul style="list-style-type: none"> <li>Fairer NHSGGC 2025/29</li> </ul>	Emilia Crighton
23 April 2025 – Additional Board	<ul style="list-style-type: none"> <li>HIS Review</li> </ul>	Scott Davidson
27 May 2025 – Full Day	<ul style="list-style-type: none"> <li>Board Governance</li> </ul>	Elaine Vanhegan
Briefing 2 September 2025	<ul style="list-style-type: none"> <li>Scottish Hospitals Inquiry</li> </ul>	Elaine Vanhegan
Seminar 23 September 2025 – Half Day	<ul style="list-style-type: none"> <li>Infection Prevention and Control</li> <li>Transforming Together Structure moving forward                             <ul style="list-style-type: none"> <li>Blueprint 4%</li> <li>Mental Health (inc ADHD/Skye House/bed model)</li> </ul> </li> <li>Getting to Know You</li> </ul>	Angela Wallace Sandra Devine William Edwards/Pat Togher  <i>New Board Members/Libby Cairns</i>
Briefing 7 October 1.5hrs	<ul style="list-style-type: none"> <li>FAI Process</li> <li>Realistic Medicine follow up</li> </ul>	Elaine Vanhegan Scott Davidson
Briefing 5 November 1.5hrs	<ul style="list-style-type: none"> <li>Transforming Together                             <ul style="list-style-type: none"> <li>GGC the Way Forward Progress</li> <li>Population Based Planning</li> </ul> </li> </ul>	William Edwards Scott Davidson/Claire MacArthur
Seminar 25 November 2025 – Full Day	<ul style="list-style-type: none"> <li>Delayed Discharges</li> <li>Culture – update on action</li> </ul>	Chief Officers/Angela Wallace Natalie Smith/Cath Cooney

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Board Development Sessions - Seminars and Briefings 2025/26 ACOB		
Date	Topic	Executive Lead
	<ul style="list-style-type: none"> <li>• Maternity and neonatal Services</li> <li>• Getting to Know You</li> </ul>	Angela Wallace/Scott Davidson <i>Jacqueline Cameron/Mehvish Ashraf/Charles Vincent</i>
<b>Briefing</b> 3 December 1.5hrs	<ul style="list-style-type: none"> <li>• Transforming Together               <ul style="list-style-type: none"> <li>○ Detail tbc</li> </ul> </li> </ul>	William Edwards
<b>Briefing</b> 14 January 1.5hrs	<ul style="list-style-type: none"> <li>• Transforming Together               <ul style="list-style-type: none"> <li>○ Detail tbc</li> </ul> </li> <li>• Internal Comms and Employee Engagement Strategy</li> </ul>	William Edwards Sandra Bustillo
<b>Seminar</b> 27 January 2026 – Half Day	<ul style="list-style-type: none"> <li>• Cancer services</li> <li>• Getting to Know You</li> </ul>	William Edwards/Susan Groom <i>Colette McDiarmid/Dianne Foy/Graham Haddock</i>
<b>Briefing</b> 4 February 1.5hrs	<ul style="list-style-type: none"> <li>• Transforming Together</li> </ul>	William Edwards
<b>Briefing</b> 4 March 1.5hrs	<ul style="list-style-type: none"> <li>• Transforming Together</li> </ul>	William Edwards
<b>Seminar</b> 10 March 2026 – Full Day	<ul style="list-style-type: none"> <li>• TBC</li> <li>• Getting to Know You</li> </ul>	<i>Margaret Kerr/Lesley McDonald/Becky Metcalfe</i>

Topics for 26/27

Business Continuity Planning  
 Fraud Prevention