

NHS Greater Glasgow and Clyde	Paper No. 26/104
Meeting:	NHSGGC Board Meeting
Meeting Date:	27 August 2026
Title:	Board Annual Cycle of Business 2026/27
Sponsoring Director:	Michael Breen, Executive Director of Finance & Deputy Chief Executive
Report Author:	Leanne Law, Senior Business Manager – Corporate Governance

1. Purpose

The purpose of the paper is to seek approval of the 2026/27 Annual Cycle of Business to reflect the Board's revised Corporate Objectives.

2. Executive Summary

The paper can be summarised as follows:

- The attached Annual Cycle of Business describes the timetable of topics and discussions for 2026/27, including the business items to be considered throughout the year. The Annual Cycle of Business has been updated to reflect the revised Corporate Objectives and demonstrates the alignment of each business item to the relevant Corporate Objective, supporting oversight of strategic priorities and delivery.

3. Recommendations

The NHS Board is asked to consider the following recommendations:

- The NHSGGC Board is asked to approve the revised Annual Cycle of Business, which has been updated to align Board and Committee business items with the revised Corporate Objectives, thereby strengthening the line of sight between governance activities, strategic priorities and the delivery of organisational 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: 18 August 2026

Date issued: 19 August 2026

Board Annual Cycle of Business – 2026/27

Corporate Objective Alignment

Improved Outcomes for People (IOP)

- IOP1** Reduce disease burden through prevention, early intervention & action on the wider determinants of health
- IOP2** Reduce health inequalities through place-based population health planning and community planning
- IOP3** Improve early life outcomes for children and families
- IOP4** Promote mental health and wellbeing at all ages
- IOP5** Strengthen community-based multidisciplinary support including primary care, HSCPs & wider partners, to improve independence & wellbeing
- IOP6** Empower our citizens to manage their own health and wellbeing

High Quality Care & Experience (QCE)

- QCE1** Provide consistently high-quality, effective person-centred care
- QCE2** Deliver value-based health and care through Realistic Medicine
- QCE3** Embed trauma-informed practice across the whole system
- QCE4** Protect people from avoidable harm by improving safety, reliability and flow across care pathways
- QCE5** Deliver timely, & appropriate access across all care settings, with more care delivered at home
- QCE6** Work Sub-nationally to plan and deliver services across organisational boundaries

Digital First Approach (DFA)

- DF1** Maximise digital, virtual and AI-enabled approaches in support of safe, effective and person-centred care
- DF2** Improve access, productivity and experience through better use of digital and data-enabled care
- DF3** Build system capability - scale and sustain innovation that improves outcomes and patient care
- DF4** Facilitate digital inclusion through inclusive accessible, easy to use services
- DF5** Harness research, data, and innovation to support service reform and sustainability

Sustainability and Value (SV)

- SV1** Ensure effective financial planning to support delivery of a balanced budget
- SV2** Reduce unwarranted variation, waste and duplication, improving productivity, environmental sustainability, outcomes and value across the system
- SV3** Align estates, capital assets and investment with future models of care in support of our local and sub national planning priorities

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Supported Workforce (SW)

- SW1** Promote the health and wellbeing of our people
- SW2** Create a safe, continuously improving working environment that minimises the risk of injury or harm to our patients and our people
- SW3** Build compassionate, capable leadership at all levels to enable continuous learning and adaptation
- SW4** Foster a culture of value inclusion and involvement
- SW5** Enable a safe, empowering environment where staff feel confident and supported to raise concerns

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Agenda Item/Topic	Lead	30 April 2026	25 June 2026	27 August 2026	29 October 2026	17 December 2026	25 February 2027	Corporate Objective Coverage
Standing Items								
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 and Chief Executive Reports								
Chair's Report	Chair	x	x	x	x	x	x	
Chief Executive's Report	CE	x	x	x	x	x	x	
Patient Story								
Patient Story	ND	x	x	x	x	x	x	
Governance								
Sub National Planning Update	CE							IOP2, IOP5 QEC6, DF1-5, SV2, SV3
Board Activity Update	DCSG	x	x	x	x	x	x	SV2, SW3, SW5
Key Updates from Standing Committees	DCSG	x	x	x	x	x	x	SV2, SW3, SW5
Governance and Board Member Responsibilities Update	DCSG	x	x	x	x	x	x	SV2, SW3, SW5
Board Calendar of Meetings 2027/28	DCSG				x			SV2, SW5
Board Annual Cycle of Business	DCSG	x	x	x	x	x	x	SV2, SW3, SW5
Seminar Annual Cycle of Business	DCSG	x	x	x	x	x	x	SV2, SW3
Communications and Public Engagement Update	DCPE	x	x	x	x	x	x	IOP6, DF4, SW4
Fatal Accident Inquiry (FAI) Update	DCSG/MD		x	x	x	x	x	QEC4, SW2, SW5
Corporate Objectives	DCSG		x				x	All

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Integration Schemes – tbc subject to IJBs	COWD							IOP2, IOP5, QEC6, SV2
Annual Review of Governance	DCSG		x					SV2, SW2, SW3, SW5
Business Continuity Policy	DPH					x		QEC4, SV2, SV3, SW2
NHSGGC Neurodevelopmental Pathway – tbc	COED							IOP3, IOP4, IOP5, QCE1, QEC5
Risk								
Corporate Risk Register	DoF	x	x	x	x	x	x	QEC4, SV1, SV2, SW2, SW5
Risk Appetite Statement	DoF						x	QEC4, SV1, SV2, SW5
Risk Strategy	DoF				x			QEC4, SV2, SW2, SW5
Transformation and Innovation								
Transforming Together: a) GGC Way Forward Portfolio Report b) Emergency Medicine Update c) Innovation Video	DP/COO/MD	x	x	x	x	x	x	All
Safety and Public Confidence Oversight Update				x	x	x	x	QCE4, SW2, SW5
Maternity Update					x	x	x	IOP3, QCE1, QCE4, QCE5
Finance, Performance and Quality								
NHSGGC Finance Report	DoF	x		x	x	x	x	SV1, SV2

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Integrated Performance and Quality Report	DoF	x	x	x	x	x	x	IOP1-6, QCE1, QEC4, QEC5, SV2
Financial Plan 2026/27	DoF	x						SV1, SV2
IJB Financial Plan 2026/27 Summary Overview	DoF							IOP2, IOP5, QEC6, SV1, SV2,
Capital Plan 2026/27	DoF							SV1, SV2, SV3
Annual Report and Consolidated Accounts	DoF		x					SV1, SV2, SW5
Sustainability Strategy Annual Review	DEF	x						SV2, SV3
Procurement Strategy – 2025-2029 Annual Update	DEF			x				SV1, SV2, SV3
Business Continuity and Essential Infrastructure Plan – tbc subject to SG reporting	DEF							QEC4, SV3, SW2
Disposal of West Glasgow Ambulatory Care Hospital Site	DEF	x						SV1, SV2, SV3
Delivery Plan Update	MD		x					All
Healthcare Associated Infection Report (HAIRT)	ND	x	x	x	x	x	x	QCE1, QEC4, SW2
Strategies and Reports								
NHSGGC Whole System Winter Plan 2026/27	MD				x	x	x	IOP5, QEC4, QEC5, SV2, SW1, SW2
Quality Strategy “Everyone Everywhere” – Annual Update	ND				x			QCE1, QEC3, QEC4, QEC5, SV2
Clinical and Care Governance Annual Report	MD				x			QCE1, QCE2, QEC4, QEC5, SW5

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Duty of Candour Annual Report	MD				x			QCE1, QEC3, QEC4, SW5
Public Protection Strategy Annual Update	ND				x			IOP3, IOP4, QEC3, QEC4, SW2
NHS Greater Glasgow and Clyde Nursing and Midwifery Strategy 'Leading the Way' 2025-2029: Year 1 Annual Impact Report	ND			x				QCE1, SW1, SW2, SW3, SW4
Maternity and Neonatal Strategy Annual Update	ND					x		IOP3, QCE1, QEC4, QEC5
Infection, Prevention and Control Annual Report	ND					x		QCE1, QEC4, SW2
Primary Care Strategy Annual Update	DPC			x				IOP5, IOP6, QEC5, QEC6
GP OOH Annual Impact Report	DPC		x					IOP5, QEC4, QCE5
Stakeholder Communications and Engagement Strategy 2024-27 Annual Impact Report	DCPE	x						IOP6, DF4, SW1, SW4
Department of Research and Innovation Annual Report	MD	x						QCE1, DF3, DF5, SV2
Research and Innovation Strategy Annual Update	MD			x				QCE1, DF3, DF5, SV2
Feedback, Comments, Concerns, Compliments and Complaints Annual Report 2025/26	ND				x			QCE1, QEC3, QEC4, SW5
SAER Policy Annual Update	MD					x		QEC4, SW2, SW5
Public Health Screening Programme Annual Report	DPH		x					IOP1, IOP2, IOP3, QEC5

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Public Health Strategy 2018-2028: Turning the Tide through Prevention Annual Update	DPH		x					IOP1, IOP2, IOP3, IOP6
Joint Health Protection Plan 2025-2027 Annual Update	DPH			x				IOP1, IOP2, QEC4
A Fairer NHSGGC 2025-2029 a) Monitoring Report 2025-26 b) Equalities Scheme Annual Update	DPH		x					IOP2, IOP6, DF4, SW4
United Nations Convention on the Rights of the Child (UNCRC) Annual Report	DPH					x		IOP2, IOP3, QEC3, SW4
NHSGGC Digital Strategy Annual Update	DDS						x	DF1-5
Workforce Strategy 2025-30 Annual Update	DHROD		x					SW1, SW2, SW3, SW4, SW5
Internal Communications & Employee Engagement Strategy Annual Review	DHROD/ DCPE						x	SW1, SW3, SW4, SW5
Whistleblowing Annual Report	DCSG		x					SW2, SW4, SW5
Whistleblowing Action Plan Update	DCSG		x					SW2, SW4, SW5
Health & Care (Staffing) (Scotland) Act 2019 (HCSSA) Annual Report	ND	x						SW1, SW2, QCE1, QEC4
Policy Update - date TBC	DCSG							QEC4, SV2, SW5, depending on policy subject
Committee and IJB Feedback for Assurance								
Audit and Risk Committee Chair's Report and Minutes	Chair of the Committee	x	x		x	x		QEC4, SV1, SV2, SW5

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Area Clinical Forum Chair's Report and Minutes	Chair of the Committee	x	x	x	x	x	x	QCE1, QEC4, SW4
Clinical and Care Governance Committee Chair's Report and Minutes	Chair of the Committee	x	x		x	x		QCE1, QEC4, QEC5, SW5
Finance Planning and Performance Committee Chair's Report and Minutes	Chair of the Committee	x	x	x	x	x	x	QEC5, SV1, SV2
Inquiries Oversight Sub-Committee Chair's Report and Minutes	Chair of the Committee	x	x	x	x	x	x	QEC4, SW2, SW5
People Committee Chair's Report and Minutes	Chair of the Committee		x	x		x	x	SW1, SW3, SW4, SW5
Population Health and Wellbeing Committee Chair's Report and Minutes	Chair of the Committee	x	x		x		x	IOP1-6
Staff Governance Committee Chair's Report and Minutes	Chair of the Committee		x	x		x	x	SW1-5
IJB Leads Report	IJB Lead	x	x	x	x	x	x	IOP2, IOP5, QEC6, SV2
Pharmacy Practices Committee Update (when required)	Chair of the Committee							IOP5, QCE1, QEC5
Date of Next Meeting								
Date of Next Meeting	Chair	x	x	x	x	x	x	

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Abbreviations	
DoF	Director of Finance
COO	Chief Operating Officer
COED	Chief Officer – East Dunbartonshire HSCP
COGC	Chief Officer – Glasgow City HSCP
COWD	Chief Officer – West Dunbartonshire HSCP
MD	Medical Director
ND	Nurse Director
CE	Chief Executive
DCSG	Director of Corporate Services and Governance
DEF	Director of Estates and Facilities
DHROD	Director of Human Resources and Organisational Development
DCPE	Director of Communications and Public Engagement
DP	Director of Planning
DPC	Director of Primary Care
DPH	Director of Public Health
DDS	Director of Digital Services
DIPC	Director of Infection Prevention and Control