

NHS Greater Glasgow and Clyde	Paper No. 26/147
Paper Title:	Standing Committee Chair's Board Report
Meeting:	NHSGGC Board Meeting
Date of Meeting:	29 October 2026
Purpose of Paper:	Assurance
Classification:	Board Official
Name of Reporting Committee:	Area Clinical Forum
Date of Reporting Committee:	8 October 2026
Committee Chairperson:	Dr Morven McElroy

1. Purpose of Paper

The purpose of this paper is to: inform the NHS Board on key items of discussion at the Area Clinical Forum.

2. Recommendation

The Board is asked to note the key items of discussion at the recent meeting of the Area Clinical Forum on 8 October 2026 as set out below and seek further assurance as required.

3. Key Items of Discussion

3.1 GGC Way Forward

- The Forum received an update regarding the GGC Way Forward programme from Russell Coulthard, Interim Deputy Chief Executive/Interim Chief Operating Officer, for assurance.
- An overview of the Queen Elizabeth University Hospital (QEUH) improvement journey following the HIS review was provided.
- A summary of the investment and improvement activity undertaken at the QEUH was provided, together with an overview of the QEUH patient experience, based on feedback from 207 patients between January and March 2026.

- The current position, next steps and outstanding actions were highlighted.
- The Forum was assured by the update.

3.2 System Reset Update

- The Forum received a System Reset Update from Russell Coulthard, Interim Deputy Chief Executive/Interim Chief Operating Officer, for assurance.
- System Reset was implemented in November 2025. This represents the first large-scale intervention programme to be undertaken within NHSGGC.
- The programme was repeated in January 2026, with adaptations made following initial learning. A full evaluation was completed across February and March 2026.
- Core system reset aims were to reduce the number of patient admissions; reduce patient occupancy by balancing admissions and discharges; reduce the number of patients in delay by improving hospital flow and to improve patient experience by improving 4-hour access.
- An overview of performance, impact, staff feedback and evaluation and key learning was provided.
- The Forum was assured by the update.

3.3 Operational Resilience and Seasonal Preparedness Planning

- The Forum received an update from Jenny McCann, Deputy Director of Planning, for assurance.
- The Operational Resilience & Seasonal Preparedness Framework 2026/27 brings together existing programmes and identifies focused actions to support winter resilience.
- An overview of plans established in relation to Urgent Care, Primary and Community Care, Planned Care and Workforce and informed system support was provided.
- The Forum was assured by the update.

3.4 Health and Care Staffing Act

- The Forum received an update from Helena Jackson, Head of Health and Care (Staffing) (Scotland), for assurance.
- An update was provided on the Quarter 1 2026/27 internal assurance review of compliance with the Health and Care (Staffing) (Scotland) Act. Ongoing activity relating to the Workforce Business Systems Programme was outlined.
- The overall Quarter 1 position, key improvements, areas of challenge and strategic mitigation and improvement actions were noted.
- The Forum was assured by the update.

3.5 Interface Division Update

- The Forum received an update from Leanne Connell, Chief Nurse Interface Division, for assurance.
- An overview of the Virtual Hospital and Flow Navigation Centre (FNC+) was provided. Patient flow was being supported through the Virtual Hospital; creating safe, high-quality alternatives to an acute hospital.

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- Whole System Access to hospitals was supported through FNC+ by providing connection before direction and converting unplanned activity into planned activity.
- The Forum was assured by the update.

3.6 Risk Policy, Strategy and Procedure

- The Forum received an update from Katrina Heenan, Chief Risk Officer, for assurance.
- An overview of Risk Management Framework; Risk Description; Risk Scoring; Risk Appetite, Treatment and Monitoring and Risk Reporting was provided.
- The Forum was assured by the update.

3.7 People and Staff Governance Committee Overview

- The Forum received an overview of the work of the People and Staff Governance Committee.
- The People and Staff Governance Committee combined the Staff Governance Committee and People Committee, with effect from 1 April 2026.
- The purpose of the People and Staff Governance Committee is to improve population health through safe, high-quality, sustainable, digital-first and innovative services centred on people and communities.
- The Corporate aims and objectives, governance structure, remit and topics of focus of the Committee were noted.

3.8 Brief Update From Each Advisory Committee on Salient Business Points and Minutes to Note

The Forum received verbal updates from Chairs of Advisory Committees

4. Issues for referral to other Standing Committees or escalation to the NHS Board

There were no issues for referral to other Standing Committees or escalation to the NHS Board.

5. Date of Next Meeting

The next meeting of the Area Clinical Forum was scheduled to take place on Thursday 10 December 2026.

NHS GREATER GLASGOW AND CLYDE

Minutes of the Meeting of the Area Clinical Forum held on Wednesday 10 June 2026 at 2pm Via Microsoft Teams

Present

Dr Morven McElroy (in the Chair)

Sarah Freel	Professor Angela Wallace
Sandra Higgins	Fiona Smith
Josh Miller	

In Attendance

Melanie McColgan	Director of Access
Eileen Salmon	Professional Nurse Lead - Attending on behalf of Denise Wilkinson
Emma Fletcher	Training Programme Director for Public Health
Marion O'Neill	General Manager, Public Health
Joel Martin	Secretariat Officer (Minutes)
Dr Una Graham	Deputy Medical Director, Mental Health and Addictions - Attending on behalf of Dr Scott Davidson

			Action
24.	Welcome And Apologies		
	The Chair welcomed those present to the June 2026 meeting of the Area Clinical Forum. Apologies were noted on behalf of: • Dr David McColl • Denise Wilkinson • Dr Scott Davidson		

			Action
	The Chair noted that the position of Vice Chair of the Area Clinical Forum was currently vacant and invited members wishing to be considered for the role to register their interest via the Chair or the Secretariat. <u>NOTED</u>		
25.	Declarations Of Interest		
	The Chair invited members to declare any interests in any of the items which were to be discussed during the meeting. There were no declarations made. <u>NOTED</u>		
26.	Minutes Of Previous Meeting		
	The Forum considered the minutes of the Area Clinical Forum meeting of 16 April 2026 [ACF(M) 26/02] and were content to approve as an accurate record of proceedings. <u>APPROVED</u>		
27.	Matters Arising		
	a) Rolling Action List The Forum considered the Rolling Action List. It was noted that the following actions had been completed and could therefore be removed from the RAL: <u>Minute 18 – National Area Clinical Forum Chair’s Group Update</u> The Secretariat Officer circulated the Forum’s Terms of Reference to members. [CLOSED] <u>19a – Terms of Reference</u> The Secretariat Officer amended the wording used within section 2 of the Terms of Reference to ‘Area Allied Health Professions and Healthcare Scientists’, as opposed to ‘Area Allied Professionals and Healthcare Scientists’. [CLOSED] <u>19b – Committee Annual Report</u>		

			Action
	The Secretariat Officer removed the duplication of a name within the report. [CLOSED] <u>19c – Annual Cycle of Business</u> The Area Pharmaceutical Committee (APC) Constitution had been re-circulated to members for further comment. No comments were received, therefore the APC Constitution became ratified. [CLOSED] Members were content to note the updates provided and approved the RAL. <u>APPROVED</u>		
28.	Executive Update on Ongoing Board Business		
	Verbal update provided by Professor Angela Wallace. The Forum received an update from Professor Angela Wallace, Nurse Director, on ongoing Board Business. It was noted that Sub National planning work continued across the country and a Healthcare Improvement Scotland (HIS) review of Maternity Services within the Queen Elizabeth University Hospital (QEUH) had taken place. Ongoing work regarding planned care and orthopaedics was also highlighted. It was noted that a Strategic Planning update would be presented to the Forum at a later date. The topic of walk in GP services was identified as a matter that could be considered in greater detail at a future meeting of the Forum. It was noted that discussion of the associated Evaluation Framework would provide helpful and insightful contextual information. The Forum were content to note the update. <u>NOTED</u>		Dr McElroy/ Secretary Dr McElroy/ Secretary
29.	Vaccination Update		

			Action
	Paper presented by Marion O'Neill, General Manager, Public Health, for assurance. It was highlighted that over 750,000 vaccinations were delivered annually across NHSGGC. Whilst uptake remained strong for many routine childhood programmes, Measles, Mumps and Rubella (MMR) uptake remained below the World Health Organisation (WHO) 95% target. Flu vaccination uptake had improved across six of the seven priority groups. Adult vaccination uptake had declined compared to pandemic peaks, particularly for Covid-19, with variation across Health and Social Care Partnership (HSCP) areas. The Forum noted that targeted engagement, outreach activity and partnership working had taken place to address inequalities and low uptake cohorts. The Forum were content to note the update. <u>NOTED</u>		
30.	National Area Clinical Forum Chair's Group Update		
	The Forum received a verbal update from Dr Morven McElroy. Dr McElroy advised members that the meeting of the National Area Clinical Forum Chair's Group, which had been scheduled to take place during the week beginning Monday 1 June 2026, had been cancelled due to low attendance and inability to achieve quorum. It was highlighted that this would be reported to the Scottish Government Health Directorate. The Forum were content to note the update. <u>NOTED</u>		
31.	Planned Care Cancer Performance		
	Paper presented by Melanie McColgan, Director of Access, for assurance. It was noted that the 62-day Cancer Performance across NHSGGC in April 2026 was the highest level recorded since April 2021, when		

			Action
	performance was 85%. Improvement plans had been developed by Clinical Services in relation to Urology and Colorectal. The 31-day Cancer Performance had consistently met or exceeded the 31-day standard since June 2025. Treatment Time Guarantee (TTG) waits of over 52 weeks had decreased from 16,220 at the end of March 2025 to 6,258 on 1 June 2026 and operation waiting times of over 52 weeks had decreased from 5,227 at the end of March 2025 to 133 on 1 June 2026. Trauma and Orthopaedics departments received investment to increase theatre capacity, with the 52-week position reducing from 4,287 at the end of March 2025 to 1,144 on 1 June 2026. It was suggested that a Mental Health update should be provided to the Forum at a later date. The Chair and Secretary would arrange for a guest speaker to attend a future meeting of the Forum to provide an update regarding this. The Committee were content to note the update provided. <u>NOTED</u>		Secretary/ Chair
32.	Brief Update from Each Advisory Committee on Salient Business Points and Minutes to Note		
	<u>Area Allied Health Professions Committee</u> It was noted that the position of Healthcare Science Lead remained vacant. Work had taken place to review the existing Terms of Reference (ToR) for the AAHP Committee. <u>Area Dental Committee</u> Dr David McColl was not in attendance; therefore, no update was provided. <u>Area Medical Committee</u> There had not been a AMC meeting in May due to a clash with a national GP meeting. At the April AMC (17/4/26) there were presentations on Neurodevelopmental services and Property. <u>Area Optometric Committee</u>		

			Action
	The Specialist Supplementary Scheme continued within Community Optometry, enabling Independent Prescribing Optometrists to manage more patients. This approach was intended to reduce Secondary Care referrals and utilise the skills available within Primary Care. <u>Area Pharmaceutical Committee</u> Mr Josh Miller noted that the Area Pharmaceutical Committee's Constitution had been officially ratified. Work was ongoing to recruit new members to the Committee. Interviews were due to take place imminently for the position of Director of Pharmacy. <u>Area Nursing and Midwifery</u> Quorate status had not been achieved at either of the two most recent meetings of the Area Nursing and Midwifery Committee. No other issues were raised. <u>Area Psychology Committee</u> Dr Lucy Gamble was not in attendance; therefore, no update was provided. The Forum were content to note the updates provided. <u>NOTED</u>		
33.	Closing Remarks and Key Messages for the Board		
	It was noted that the next meeting of the NHSGGC Board would take place on Thursday 25 June 2026. The Forum were content to note the update. <u>NOTED</u>		
34.	ACF Members Only – Open Discussion		
	The Chair invited members to discuss any issues they wished to raise to the group. <u>NOTED</u>		

			Action
35.	Date and Time of Next Meeting		
	Thursday 13 August 2026 at 2pm via MS Teams		

NHS GREATER GLASGOW AND CLYDE

Minutes of the Meeting of the Area Clinical Forum held on Thursday 13 August 2026 at 2pm Via Microsoft Teams

Present

Dr Morven McElroy (in the Chair)

Sandra Higgins	Denise Wilkinson
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In Attendance

Dr Scott Davidson	Medical Director
Stephanie Dunn	Senior Learning & Education Advisor
Joel Martin	Secretariat Officer (Minutes)
Claire Macarthur	Director of Planning
Dr Kerry Milligan	Public Protection Medical Lead
Professor Angela Wallace	Executive Nurse Director

			Action
36.	Welcome And Apologies		
	The Chair welcomed those present to the August 2026 meeting of the Area Clinical Forum. Apologies were noted on behalf of: • Dr David McColl • Dr Lucy Gamble • Josh Miller NOTED		
37.	Declarations Of Interest		

			Action
	The Chair invited members to declare any interests in any of the items which were to be discussed during the meeting. There were no declarations made.		
	<u>NOTED</u>		
38.	Minutes Of Previous Meeting		
	As the Forum was not quorate, it was noted that approval of the minutes of the Area Clinical Forum meeting of 10 June 2026 [ACF(M) 26/03] would be sought at the next meeting.		
	<u>NOTED</u>		
39.	Matters Arising		
	a) Rolling Action List The Forum considered the Rolling Action List [Paper 26/13]. The following updates were provided: <u>Minute 06 – Discussion surrounding Subcommittee Membership</u> Dr McElroy and Ms Kathy McFall met on 5 August 2026 to discuss progress regarding the creation of an infographic which would display the remit of each of the seven Area Professional Committees. However, it was noted that a meeting was still to be arranged with the Secretariat Team. [ONGOING] <u>Minute 05 – Executive Update on Ongoing Board Business (I)</u> Dr Scott Davidson, Medical Director, agreed to progress this action and provide an update to the Forum in due course. It was agreed that this action would be closed, with a further update to be brought back to the Forum when possible. [CLOSED] <u>Minute 15 – Executive Update on Ongoing Board Business (II)</u> As above. [CLOSED] <u>Minute 06 – Digital Strategy</u>		

			Action
	At the time of the meeting, Mr Jonathan Todd had not provided an update regarding this action. However, Mr Todd was scheduled to attend the February 2027 meeting of the Forum. An update regarding the Digital Dermatology Project would be sought at that stage.		
	[ONGOING]		
	<u>Minute 15 – Executive Update on Ongoing Board Business (III)</u>		
	It was noted that a speaker would attend the meeting on 8 October 2026 to provide an update.		
	[ONGOING]		
	<u>Minute 16 – Reduced Working Week Update</u>		
	Ms Stephanie Dunn was in attendance at the meeting and provided an update on Protected Learning Time.		
	[CLOSED]		
	<u>Minute 18 – National Area Clinical Forum Chair’s Group Update</u>		
	At the time of the meeting, it was noted that Dr McElroy had not yet had the opportunity to review each of the Sub Committee’s Terms of Reference.		
	[ONGOING]		
	<u>19c – Annual Cycle of Business</u>		
	Ms Cath Cooney, Chair of the People and Staff Governance Committee, had been invited to attend the Forum meeting on 8 October 2026 to provide an overview of the remit of the People and Staff Governance Committee. It was therefore agreed that the action would be closed.		
	[CLOSED]		
	The Forum noted the Rolling Action List.		
	<u>NOTED</u>		
40.	Executive Update on Ongoing Board Business		
	The Forum received an update from Professor Angela Wallace, Nurse Director, and Dr Scott Davidson, Medical Director, regarding ongoing Board Business.		

			Action
	It was noted that a job evaluation had been completed for the post of Healthcare Scientists Lead and that the post would be advertised in due course. The Safety and Public Confidence Oversight Group continued to meet on a regular basis. Sub national planning work, Delayed Discharges performance and reductions in 12 hour wait times within Emergency Departments were also discussed. The Forum noted the update. <u>NOTED</u>		
41.	Sub National Planning Update		
	Ms Claire Macarthur, Director of Planning, provided a verbal update. Ms Macarthur reported that extensive collaborative work had taken place between Scotland East and Scotland West Sub-National Groups. A draft plan had been developed to support improvements in patient flow. Work had progressed to improve patient access to urgent care and reduce orthopaedic waiting times. The Forum noted that a further Sub National Planning Update would be provided in 2027. The Forum were assured by the update. <u>ASSURED</u>		Secretary/ Chair
42.	Public Protection Update		
	Paper presented by Dr Kerry Milligan, Public Protection Medical Lead. NHSGGC's third Public Protection Annual Report 2025-2026 was presented to the Forum, following the approval of the Public Protection Strategy "Safeguarding - It Matters to Us" 2023-2026 by the Board in October 2025. It was noted that the outcomes of the Public Protection Strategy had been developed to support delivery of the Board's organisational priorities for 2025/2026.		

			Action
	An overview of Public Protection Significant Adverse Events and Learning Reviews, Public Protection governance arrangements and Public Protection service activity was provided.		
	The Forum were assured by the update.		
	<u>ASSURED</u>		
43.	Protected Learning Time Update		
	Paper presented by Ms Stephanie Dunn, Senior Learning and Education Advisor. The Forum received an overview of the work which had taken place from 2024 to 2026 in relation to Protected Learning Time for Agenda for Change staff. It was noted that a national suite of 9 Once for Scotland (OFS) statutory and mandatory modules had been selected for implementation across NHS Scotland. The 9 Modules aligned with 2016 learning outcomes agreed by NHS Education for Scotland (NES), Scottish Executive Nurse Directors (SEND), Scottish Association of Medical Directors (SAMD), HR Directors, and the Scottish Workforce Advisory Group (SWAG). The Forum noted that NES Technology Services undertook the preparation of the national suite of modules and provided launch support. The Forum were assured by the update. <u>ASSURED</u>		
44.	National Area Clinical Forum Chair's Group Update		
	The Forum received a verbal update from Dr Morven McElroy. Dr McElroy advised members that the recently scheduled meeting of the National Area Clinical Forum Chair's Group had been cancelled. The Forum noted the update. <u>NOTED</u>		
45.	Brief Update from Each Advisory Committee on Salient Business Points and Minutes to Note		

			Action
	<u>Area Allied Health Professions Committee</u> It was noted that the Area Allied Health Professions Committee (AAHPC) had reviewed its constitution and membership, noting that a Vice Chair had been appointed. It was noted that guest speakers were scheduled to attend upcoming meetings of the AAHPC. Dr McElroy advised that she would attend a future meeting of the AAHPC. <u>Area Medical Committee</u> It was noted that the membership of the Area Medical Committee was under review. <u>Area Nursing and Midwifery</u> It was noted that the Area Nursing and Midwifery Committee's (ANMC) Terms of Reference were being reviewed and would be presented to the Forum for ratification following their approval at the ANMC. <u>Area Psychology Committee</u> Dr Lucy Gamble was not in attendance; however, Dr Gamble provided a written update in advance of the meeting. It was noted that a new Chair and Vice Chair would be elected at the next meeting of the Committee. Post qualification and funding routes had been considered. Posts and staff movement had been tracked on an ongoing basis to understand patterns and service needs. The Forum noted the updates provided. <u>NOTED</u>		
46.	Closing Remarks and Key Messages for the Board		

			Action
	Members briefly discussed communication from secondary care to referring General Dental Practitioners when using SCI gateway.		
	It was noted that the NHSGGC Ministerial Annual Review was scheduled to take place on Monday 5 October 2026.		
	The Forum noted the update.		
	<u>NOTED</u>		
47.	ACF Members Only – Open Discussion		
	The Chair invited members to discuss any issues they wished to raise to the group.		
	<u>NOTED</u>		
48.	Date and Time of Next Meeting		
	Thursday 8 October 2026 at 2pm via MS Teams.		