

NHS Greater Glasgow and Clyde	Paper No. 26/36
Meeting:	NHSGGC Board Meeting
Meeting Date:	30 April 2026
Title:	Board Annual Cycle of Business 2026/27
Sponsoring Director:	Ms Elaine Vanhegan, Director of Corporate Services and Governance
Report Author:	Ms Jillian Neilson 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 for 2026/27, 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: 20 April 2026

Issued on: 22 April 2026

Board Annual Cycle of Business – 2026/27**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.

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.

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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							
Board Activity Update	DCSG	x	x	x	x	x	x	COBC6/COBC8
Key Updates from Standing Committees	DCSG	x	x	x	x	x	x	COBC6/COBC8
Governance and Board Member Responsibilities Update	DCSG	x	x	x	x	x	x	COBC6/COBC8
Board Calendar of Meetings 2027/28	DCSG				x			COBC6/COBC8
Board Annual Cycle of Business	DCSG	x	x	x	x	x	x	COBC6/COBC8
Seminar Annual Cycle of Business	DCSG	x	x	x	x	x	x	COBC6/COBC8
Communications and Public Engagement Update	DCPE	x	x	x	x	x	x	COBC6/COBC8
Fatal Accident Inquiry (FAI) Update	DCSG/MD		x	x	x	x	x	COBC6/COBC8
Corporate Objectives	DCSG						x	COBC6/COBC8
Integration Schemes – tbc subject to IJBs	COWD							COBC6/COBC8

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Annual Review of Governance	DCSG		x					COBC6/COBC8
Business Continuity Policy	DPH					x		COBC6/COBC8
NHSGGC Neurodevelopmental Pathway – tbc	COED							COBC6/COBC8
Risk								
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
Transformation and Innovation								
Transforming Together: a) GGC Way Forward Portfolio Report b) Innovation Video	MD	x	x	x	x	x	x	COBC7
Finance, Performance and Quality								
NHSGGC Finance Report	DoF	x	x	x	x	x	x	COBV11
Integrated Performance and Quality Report	DoF	x	x	x	x	x	x	COBC7
Financial Plan 2026/27	DoF	x						COBV11
IJB Financial Plan 2026/27 Summary Overview	DoF	x						
Capital Plan 2026/27	DoF	x						COBV11
Annual Report and Consolidated Accounts	DoF		x					COBV11
Sustainability Strategy Annual Review	DEF	x						COBC9
Procurement Strategy – 2025-2029 Annual Update	DEF		x					COBC9
Business Continuity and Essential Infrastructure Plan – tbc subject to SG reporting	DEF							COBC9

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Disposal of West Glasgow Ambulatory Care Hospital Site	DEF	x						COBV14
Delivery Plan Update	MD		x					
Healthcare Associated Infection Report (HAIRT)	ND	x	x	x	x	x	x	COBC6
Strategies and Reports								
NHSGGC Whole System Winter Plan 2026/27	MD				x	x	x	All
Quality Strategy “Everyone Everywhere” – Annual Update	ND			x				COBC6
Clinical and Care Governance Annual Report	MD				x			COBC6
Duty of Candour Annual Report	MD				x			COBC6
Public Protection Strategy Annual Update	ND				x			COBC06-10
NHS Greater Glasgow and Clyde Nursing and Midwifery Strategy ‘Leading the Way’ 2025-2029 Annual Update	ND		x					COBC06-10
Maternity and Neonatal Strategy Annual Update	ND					x		COBC06-10
Infection, Prevention and Control Annual Report	ND					x		COBC06-10
Primary Care Strategy Annual Update	DPC		x					COBH1-5
GP OOH Annual Impact Report	DPC		x					COBC6/COBC10
Stakeholder Communications and Engagement Strategy 2024-27 Annual Impact Report	DCPE	x						COBC6/COBC10
Department of Research and Innovation Annual Report	MD	x						COBV13
Research and Innovation Strategy Annual Update	MD			x				COBV13

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Feedback, Comments, Concerns, Compliments and Complaints Annual Report 2025/26	ND				x			COBC6
SAER Policy Annual Update	MD					x		COBC6
Public Health Screening Programme Annual Report	DPH		x					COBH3
Public Health Strategy 2018-2028: Turning the Tide through Prevention Annual Update	DPH		x					COBH1-5
Joint Health Protection Plan 2025-2027 Annual Update	DPH		x					COBH1-5
A Fairer NHSGGC 2025-2029 a) Monitoring Report 2025-26 b) Equalities Scheme Annual Update	DPH		x ¹					COBW15-20
United Nations Convention on the Rights of the Child (UNCRC) Annual Report	DPH			x				COBW15-20
NHSGGC Digital Strategy Annual Update	DDS						x	COBC9
Workforce Strategy 2025-30 Annual Update	DHROD		x					COBW15-20
Internal Communications & Employee Engagement Strategy Annual Review	DHROD/ DCPE						x	COBW15-20
Whistleblowing Annual Report	DCSG		x					COBW15-20
Whistleblowing Action Plan Update ²	DCSG		x					COBW15-20
Health & Care (Staffing) (Scotland) Act 2019 (HCSSA) Annual Report	ND	x						COBW15-20
Policy Update - date TBC	DCSG							COBW15-20

¹ Agreed rescheduled from April meeting

² Deferred to April meeting to allow IA report to be brought to March 2026 ARC

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Committee and IJB Feedback for Assurance								
Audit and 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	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	x	x	x	x	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		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
Pharmacy Practices Committee Update (when required)	Chair of the Committee							COBC9
Date of Next Meeting								
Date of Next Meeting	Chair	x	x	x	x	x	x	

Abbreviations	
DoF	Director of Finance
COO	Chief Operating Officer
COED	Chief Officer – East Dunbartonshire HSCP

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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
DPC	Director of Primary Care
DPH	Director of Public Health
DDS	Director of Digital Services
DIPC	Director of Infection Prevention and Control