

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Tuesday 7 April 2026
Title:	Board annual cycle of business 2026/2027
Responsible Director:	Gordon James, Chief Executive
Report Author:	Shona McCulloch, Head of Corporate Governance

1. Purpose

This is presented to the Board for:

- Awareness

This paper relates to:

- Local policy

This aligns to the following NHSScotland quality ambition(s) of:

- Effective

This supports the following Corporate Objectives:

- **Better Value** – Delivering innovative and sustainable services for everyone
- **Better Workplace** – Creating a great place for us to work
- **Better Care** – Improving your experience of care

A clear annual Board workplan supports strong governance by ensuring that oversight, decision-making and assurance activity are well-structured, predictable and aligned to organisational priorities. This disciplined approach helps the Board use resources effectively (Better Value), provide clarity and manageable workflows for staff contributing to Board business (Better Workplace) and uphold regular scrutiny of quality, safety and patient experience (Better Care).

2. Report summary

2.1 Situation

It is good governance practice for the Board and its Committees to have approved annual work plans in place for committee business. The draft work plan showing planned Board business for financial year 2026/27 is attached for Members information.

2.2 Background

This work plan is largely derived from the role, responsibilities and functions of the NHS Board as defined in the Code of Corporate Governance and from the schedule

of items to be considered annually and for approval by the NHS Board. To ensure transparency for all Board members and ensure good corporate governance at Board level this is presented to Board each year.

2.3 Assessment

The attached work plan is for the Financial Year 2026/27, detailing proposed topics and dates for each. This work plan also builds on the individual governance committee work plans, each of which have been considered and approved by the respective committees.

The review and support of the annual work plan for NHS Board business ensures appropriate governance across all areas and that effective assurances are provided.

It is important to note that this is a dynamic process and items will require to be added or moved to suit business needs. The plan is presented in draft as some submission dates are in process of being agreed with respective lead Directors.

2.3.3 Quality/patient care

There are no quality or patient care implications arising from this paper.

2.3.4 Workforce

There are no workforce implications arising from this paper.

2.3.5 Financial

There are no financial implications arising from this paper.

2.3.6 Risk assessment/management

There are no specific risk implications arising from this paper. Robust forward planning for the Board ensures that all legislative and mandatory reporting requirements are met.

2.3.7 Equality and diversity, including health inequalities

There are no equality or diversity implications arising from this paper.

2.3.8 Other impacts

Best value - demonstrates vision and leadership and a cohesive approach to governance and accountability at a strategic level.

2.3.9 Communication, involvement, engagement and consultation

There is no duty to engage with external stakeholders.

2.3.10 Route to the meeting

The draft workplan is submitted directly to the NHS Board. In drafting the plan there is engagement with service and business managers as required.

2.4 Recommendation

For awareness. The Board is asked to receive the draft workplan for 2026/27, noting that the plan will remain iterative and be updated throughout the year as Board business requires.

3. List of appendices

Appendix 1 – Ayrshire & Arran Draft Board work plan 2026/27.

Agenda item/topic	Lead	08-Jun-26	10-Aug-26	12-Oct-26	14-Dec-26	08-Feb-27	12-Apr-27	Purpose - Assurance	Governance route
<i>Paper submission deadline</i>		22-May-26	24-Jul-26	25-Sep-26	27-Nov-26	22-Jan-27	26-Mar-27		
<i>Papers issued to Board</i>		29-May-26	31-Jul-26	02-Oct-26	04-Dec-26	29-Jan-27	02-Apr-27		
Standing items									
Introductory remarks, welcome and apologies	Board Chair	Y	Y	Y	Y	Y	Y		-
Declarations of Interest	Board Chair	Y	Y	Y	Y	Y	Y		-
Minute of previous meeting	Board Chair	Y	Y	Y	Y	Y	Y	Decision	-
Matters arising/rolling action list	Board Chair	Y	Y	Y	Y	Y	Y	Discussion	-
Chair's update report	Board Chair	Y	Y	Y	Y	Y	Y	Verbal	-
Chief Executive's report	CE	Y	Y	Y	Y	Y	Y	Verbal	-
Patient story	Director	Y	Y	Y	Y	Y	Y	Discussion	
Performance Governance									
Performance Governance – Chair's report, approved minute	Comm Chair	Y	Y	Y	Y	Y	Y	Discussion	PGC
Performance Report	Dir T&S	Y	Y	Y	Y	Y	Y	Discussion	PGC
Financial Management Report	DoF	Y (M12)	Y (M3)	Y (M5)	Y (M7)	Y (M9)	Y (M11)	Discussion	PGC
Revenue plan 2026-27	DoF						Y	Decision	PGC
Healthcare Governance									
Healthcare Governance – Chair's report, approved minute	Comm Chair	Y	Y	Y	Y	Y	Y	Discussion	HGC
Patient Experience: complaints quarterly performance	ND		Y (Q4)	Y (Q1)		Y (Q2)	Y (Q3)	Discussion	HGC
Patient Experience: complaints annual report 2024/25	ND		Y					Discussion	HGC
Healthcare Associated Infection (HAI) quarterly performance	ND	Y (Q3)	Y (Q4)		Y (Q1)		Y (Q2)	Discussion	HGC
Board Governance and Strategy									
Board governance									
Annual review of Code of Corporate Governance	HoCG							Decision	ARC
Governance Committee and IJB Membership - as required	HoCG							Decision	-
Annual review of Governance Committee ToR	HoCG	Y					Y	Decision	All CG
Board Meeting dates 2027-28	HoCG			Y				Decision	-
Board corporate calendar of meetings 2027-28	HoGC					Y		Decision	-
Board annual cycle of business/workplan 2027-28	HoCG						Y	Decision	-
Information Governance – Chair's report, approved minute	Comm Chair	Y		Y	Y		Y	Discussion	IGC
Integrated Governance – Chair's report, approved minute	Board Chair	Y		Y			Y	Discussion	IntGC
Medical Education Governance 6 monthly update report	MD	Y						Discussion	MEGG
Medical Education Governance - Annual Report	MD				Y			Discussion	MEGG
Committees of the Board annual assurance reports									
Annual Assurance Reports - governance committees: ARC / HGC / IGC / IntGC/ PGC / SGC	Board Chair	Y						Discussion	All CG
Area Clinical Forum Annual report and ToR	ACF Chair	Y						Decision	ACF
Pharmacy Practices Committee Annual Report and ToR	Dir EAHSCP	Y						Discussion	Exec Lead
Corporate Equalities Committee Annual Report	ND / HRD	Y						Discussion	CEC
Strategy									
Annual Delivery plan 2026/27	Dir T&S	Submission date to be agreed when guidance received from Scottish Government						Decision	CMT

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Annual Delivery plan - SG guidance on 2027/28 ADP process	Dir T&S	Submission date to be agreed when guidance received from Scottish Government						Awareness	-
Critical Care interim changes update and extension	Dir Acute	Y						Discussion	-
Capital Plan 2027-28	Dir ISS						Y	Decision	PGC
Climate Emergency and Sustainability Annual Report	Dir ISS					Y		Decision	IntGC
CWB/Anchor institution Strategy	Dir T&S	Y						Decision	CMT-IntGC
CWB/Anchor institution annual assurance report (Yr 3)	Dir T&S						Y	Awareness	CMT-IntGC
Strategic planning, commissioning and delivery of HSC Services - review outcome of East, North, South Integration Schemes	Dir T&S	Date to be agreed once review of Integration Schemes completed						Decision	IJBs
Public Health : Tackling Child Poverty annual report	DPH	Date to be agreed with DPH						Discussion	-
Public Health : DPH Annual report	DPH	Date to be agreed with DPH						Discussion	-
Public Health: Joint Health Protection Plan 2024-26		Date to be agreed with DPH							
Communication and Engagement Strategy progress update	Dir T&S	Y			Y			Discussion	
Foxgrove - update and approval for opening	Dir ISS/ NAHSCP	Date to be advised once known						Decision	
Audit and Risk									
Audit & Risk – Chair’s report, approved minute	Comm Chair	Y	Y	Y	Y	Y	Y	Discussion	ARC
Internal Audit Plan 2027-28	CE						Y	Decision	ARC
Risk Management Strategy	MD			Y				Decision	ARC
Staff Governance									
Staff Governance – Chair’s report, approved minute	Comm Chair	Y	Y		Y		Y	Discussion	SGC
Whistleblowing quarterly performance reports	ND	Y (Q4)	Y (Q1)		Y (Q2)		Y (Q3)	Discussion	SGC
Whistleblowing annual performance report	ND		Y					Discussion	SGC
Health and Care (Staffing) (Scotland) Act 2019	ND	Y	Y		Y		Y	Discussion	SGC
Workforce plan update	HRD	Date to be agreed with HR Director, People, Safety and Culture							
IJB/HSCP reporting									
Primary Care General Medical Services update	Dir EAHSCP			Y				Discussion	ALL IJB
Primary and Urgent Care Services update	Dir EAHSCP			Y				Discussion	ALL IJB
CAMHS/Neuro CAMHS business case	Dir NAHSCP	Date to be advised by NAHSCP Director						Discussion	NAIJB/HGC
EAHSCP Annual Performance Report 2026-27	Dir EAHSCP			Y				Discussion	EAIJB
NAHSCP Annual Performance Report 2026-27	Dir NAHSCP			Y				Discussion	NAIJB
SAHSCP Annual Performance Report 2026-27	Dir SAHSCP			Y				Discussion	SAIJB
EA Children and Young People’s Services Plan update	Dir EAHSCP		Y					Discussion	EAIJB
NA Children and Young People’s Services Plan update	Dir NAHSCP		Y					Discussion	NAIJB
SA Children and Young People’s Services Plan update	Dir SAHSCP		Y					Discussion	SAIJB
Items for noting									
Board Briefing	CE	Y	Y	Y	Y	Y	Y	Awareness	
Quality and safety: Acute, Maternity, Neonatal, Paeds, MHS (rolling programme)	Lead Dir	Y (MH)	Y (Mat)	Y (Paeds & Acute)	Y (MH)	Y (Neo)	Y (Acute)	Awareness	HGC
EAIJB Minutes	NHS IJB Ch/VC	Y	Y	Y	Y	Y	Y	Awareness	
NAIJB Minutes	NHS IJB Ch/VC	Y	Y	Y	Y	Y	Y	Awareness	
SAIJB Minutes	NHS IJB Ch/VC	Y	Y	Y	Y	Y	Y	Awareness	