

**NHS 24  
BOARD MEETING  
18 DECEMBER 2025  
ITEM NO 12.3  
FOR APPROVAL**

**NHS 24 BOARD AND COMMITTEE WORKPLANS 2026/27**

**Executive Sponsor:**

Mr John Gebbie, Director of Finance

**Lead Officer/Author:**

Mrs Geraldine Mathew, Board Secretary

**Action Required:**

The NHS 24 Board is asked to review and approve the NHS 24 Board and Committee Workplans for 2026/27, noting that individual draft workplans were presented to Committees for endorsement during the November 2025 committee cycle, and to the Integrated Governance Committee at its meeting on 4 December 2025. Members are asked to note that the workplans will continue to be developed throughout 2026/27.

**Key Points for the Board to consider:**

The attached Board and Committee Workplans 2026/27 have been developed through consultation with the Committee Chairs, Committee members, and Executive Leads of the respective Committees.

**Governance process:**

The NHS 24 Board and Committee Workplans 2026/27 have been presented to the respective Committees during the November cycle for endorsement, and to the Integrated Governance Committee at its meeting on 4 December 2025.

**Strategic alignment and link to overarching NHS Scotland priorities and strategies:**

This paper aligns with the principles of The Blueprint for Good Governance (2<sup>nd</sup> Edition).

**Strategic alignment and link to Corporate Delivery Plan activity:**

Preparation of the draft NHS 24 Board and Committee Workplans for 2026/27, ensures governance actions and Committee activities remain synchronised with the Corporate Delivery Plan activities.

**Key Risks:**

Failure to draft a comprehensive Board and Committee Workplan for the upcoming year poses risks including a potential lack of strategic direction and coordination, which could lead to misaligned objectives and ineffective decision-making.

**Financial Implications:**

There are no financial implications associated with this paper.

**Equality and Diversity:**

There are no specific equality and diversity implications associated with this process.

**1. RECOMMENDATION**

- 1.1 The NHS 24 Board is asked to review and approve the NHS 24 Board and Committee draft Workplans for 2026/27, noting that these will continue to develop throughout the year.

**2. TIMING**

- 2.1 The NHS 24 Board and Committees Workplan is reviewed and developed on an annual basis.

**3. BACKGROUND**

- 3.1 Governance Committee Workplans for 2026/27 were reviewed and endorsed at the individual Committee meetings during the November 2025 cycle.
- 3.2 The draft workplans were also presented to the Integrated Governance Committee at its meeting on 4 December 2025. After discussion with Committee members and in light of feedback received, some minor amendments have been incorporated into the Board and Committee Workplans, to ensure consistency and governance process. In addition, individual Committee workplans will be brought forward to their respective Committees for review in the next meeting cycle in February 2026, allowing for further enhancement where the Committee deems it necessary.
- 3.3 Members are asked to note that enhancements have been made to improve the presentation of this year's workplans. The workplans now include a section on "purpose", which clearly denotes the specific purpose of individual items included on agendas. These are categorised under the following governance terms:
- Approval  
The paper is presented to the reviewing group to authorise a recommended course of action or option detailed within the paper.
  - Endorsement  
The paper is presented to the reviewing group to scrutinise and ratify the paper for onward presentation to the NHS 24 Board.
  - Assurance  
The paper is presented to the reviewing group to provide a level of confidence and comfort regarding a specific area of responsibility.
  - Awareness  
The paper is presented to the reviewing group to increase knowledge and understanding on a particular subject.

An additional section of the Board Workplan has been incorporated to provide additional detail with regard to statutory requirements and references.

Members are also asked to note that the Board and Committee Workplans are considered live documents; as such, they will continue to be enhanced and augmented throughout the year to ensure that governance remains flexible and responsive to emerging needs.

**4. ENGAGEMENT**

- 4.1 The Committee Chairs, Committee members, and Executive Leads have been engaged with this process.

**5. FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications associated with this paper.

**6. MEASURABLE BENEFITS**

- 6.1 By establishing comprehensive Board and Committee Workplans for the upcoming year, NHS 24 ensures a structured and cohesive approach to governance and oversight. These workplans help to systematically address strategic priorities, mitigate risks, and enhance accountability across all levels. Furthermore, they facilitate better coordination among committees, prevent duplication of efforts, and allow for issues to be examined from diverse perspectives. Ultimately, this leads to improved decision-making and alignment with the organisation's overarching goals.

**7. NEXT STEPS**

- 7.1 The NHS 24 Board and Committee Workplans for 2026/27 will continue to be developed as the year progresses. Committee Workplans for 2026/27 will be presented to their respective Committees at the next Committee cycle in February 2026 for further consideration and enhancement, where required.

## **NHS 24 Board and Governance Committee Workplans 2026-27**

Board Public Meeting

Board Reserved Meeting

Board Workshop Sessions

Audit & Risk Committee

Clinical Governance Committee

Planning & Performance Committee

Staff Governance Committee

Remuneration Committee

Integrated Governance Committee

BOARD PUBLIC MEETINGS

BOARD STANDING ITEMS	PURPOSE	30/04/2026	25/06/2026	27/08/2026	29/10/2026	17/12/2026	25/02/2027	COMMITTEE	Statutory Basis/Reference
Welcome & Apologies (Verbal)								N/A	
Declarations of Interest (Verbal)								N/A	
Minute of the previous meeting	APPROVAL							N/A	
Matters Arising & Rolling Actions Log	APPROVAL							N/A	
Notes on any other business (Verbal)	APPROVAL							N/A	
Chairs Report	ASSURANCE							N/A	
Executive Report to the Board	ASSURANCE							N/A	
QUALITY & SAFETY	PURPOSE	30/04/2026	25/06/2026	27/08/2026	29/10/2026	17/12/2026	25/02/2027		Statutory Basis/Reference
Patient Stories (Verbal)	ASSURANCE							N/A	
STRATEGIC PLANNING & DEVELOPMENT	PURPOSE	30/04/2026	25/06/2026	27/08/2026	29/10/2026	17/12/2026	25/02/2027		Statutory Basis/Reference
Operational Risk Register (Risk Management Update)	ASSURANCE							Audit & Risk	
Strategic Risk Register	APPROVAL							Audit & Risk	
Risk Management Strategy	APPROVAL							Audit & Risk	
Risk Appetite Statement	APPROVAL							Audit & Risk	
Climate Emergency and Sustainability Update	ASSURANCE							Planning & Performance	
Procurement Strategy 2025-27 and Annual Update	APPROVAL							Audit & Risk Planning & Performance	
3 Year Finance Plan 26/27	APPROVAL							Planning & Performance	Three Year Finance Plan 2025/26
Finance Plan Updates	ASSURANCE							Planning & Performance	

3 Year Corporate Delivery Plan 2027-29	APPROVAL							Planning & Performance	<a href="#">Three Year Corporate Delivery Plan 2025-27</a>
3 Year Workforce Strategy 2026-29	APPROVAL							Staff Governance	<a href="#">Three Year Workforce Strategy 2022-25</a>
Workforce Strategy Updates	ASSURANCE							Staff Governance	
Corporate Strategy 2028-33	APPROVAL							Planning & Performance	<a href="#">Corporate Strategy - Our Strategy 2023-28</a>
Internal Audit Plan 2026/27	ASSURANCE							Audit & Risk	
Counter Fraud Strategy 2029-32	APPROVAL							Audit & Risk	
<b>ANNUAL REPORTS, PROGRESS REPORTS &amp; ACTION PLANS</b>	<b>PURPOSE</b>	<b>30/04/2026</b>	<b>25/06/2026</b>	<b>27/08/2026</b>	<b>29/10/2026</b>	<b>17/12/2026</b>	<b>25/02/2027</b>		<b>Statutory Basis/Reference</b>
Equality Mainstreaming & Workforce Equality Monitoring Report (Biennial)	APPROVAL (see reference)						<b>Every 2 Years</b>	Staff Governance Clinical Governance	Public Sector Equality Duty requires listed authorities in Scotland to publish their Equality Mainstreaming Report every two years.
Public Partnership Forum & Youth Forum Annual Report 2025/26	ASSURANCE							Clinical Governance	
Risk Management Annual Report 2025/26	ASSURANCE							Audit & Risk	
Patient Experience and Service User Feedback Annual Report 2025/26	APPROVAL (see reference)							Clinical Governance	The Patient Rights (Feedback, Comments, Concerns and Complaints) (Scotland) Directions 2017, issued under the Patient Rights (Scotland) Act 2011, requires NHS Boards to publish and submit to Scottish Government, an annual report on feedback and complaints.
Climate Emergency and Sustainability Annual Report 2025/26	APPROVAL (see reference)							Planning & Performance	The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020, and DL (2021)38: A Policy for NHS Scotland on the Climate Emergency and Sustainable Development, mandate that NHS Scotland Boards must publish and submit to Scottish Government, an annual Climate Emergency and Sustainability Report.
Information Governance & Security Annual Report 2025/26	ASSURANCE							Audit & Risk	Compliance under Data Protection, FOI, and NIS Regulations.

Joint Collaboration Board with SAS Annual Update	ASSURANCE							N/A	
Health and Care Staffing Annual Report 2025/26	APPROVAL (see reference)							Clinical Governance	The Health and Care (Staffing) (Scotland) Act 2019, places a statutory duty on NHS Boards to publish publicly by 30 April each year, and submit to Scottish Ministers, an annual report which details compliance with the duties of the Act.
Duty of Candour Annual Report 2025/26	APPROVAL (see reference)							Clinical Governance	Part 2 of the Health (Tobacco, Nicotine etc. and Care (Scotland) Act 2016 & The Duty of Candour Procedure (Scotland) Regulations 2018, requires NHS Boards to publish and submit to Scottish Ministers, an annual report outlining how the duty was implemented during the previous year.
Whistleblowing Annual Report 2025/26	APPROVAL (see reference)							Clinical Governance	Public Services Reform (The Scottish Public Services Ombudsman) (Healthcare Whistleblowing) Order 2020 & National Whistleblowing Standards (April 2021) approved by Scottish Parliament and legally binding on all NHS Scotland service providers, requires NHS Boards to publish and submit to the INWO, an annual report within three months of the end of the financial year.
Corporate Parenting Report and UNCRC Progress Report and Action Plan 2026-29	APPROVAL (see reference)							Clinical Governance Committee	Children and Young People (Scotland) Act 2014 UNCRC (Incorporation) (Scotland) Act 2024 mandate that NHS Boards must publish and submit to Scottish Government, reports and action plans showing how they uphold childrens rights and UNCRC rights and integrated them into service planning and delivery.
PERFORMANCE	PURPOSE	30/04/2026	25/06/2026	27/08/2026	29/10/2026	17/12/2026	25/02/2027		Statutory Basis/Reference
Corporate Delivery Plan Update	ASSURANCE							Planning & Performance	
Corporate Performance Report	ASSURANCE							Planning & Performance	
Workforce Performance Report (Quarterly)	ASSURANCE							Staff Governance	
Financial Performance Report (Financial Assurance)	ASSURANCE							Planning & Performance	
Annual Review 2026 Update	ASSURANCE							N/A	
GOVERNANCE	PURPOSE	30/04/2026	25/06/2026	27/08/2026	29/10/2026	17/12/2026	25/02/2027		Statutory Basis/Reference
Board and Standing Committee Dates	APPROVAL					2026/27		All Committees.	
Board and Standing Committee Workplans	APPROVAL					2026/27		All Committees.	

[illegible]

## BOARD RESERVED MEETINGS

[illegible]

**BOARD WORKSHOP SESSIONS**

ANNUAL SESSIONS	28/05/2026	24/09/2026	26/11/2026	28/01/2027	25/03/2027
Annual Stakeholder Engagement Session					
Annual Counter Fraud Services Update					
Annual Report and Accounts 2025/26 30 mins session					
Corporate Delivery Plan 2026/27					
Financial Plan 2026/27					
Workforce Strategy Update					
Strategic Risk Review					

SUGGESTED ITEMS/ITEMS CARRIED FORWARD FOR FUTURE SESSIONS	28/05/2026	24/09/2026	26/11/2026	28/01/2027	25/03/2027
Public Protection					
Climate Change and Sustainability Update					
Wellbeing Strategy					
Digital Contacts/NHS inform					
Resilience					
Breathing Space Overview					
Absence Management Overview					

## AUDIT AND RISK COMMITTEE

COMMITTEE STANDING ITEMS	PURPOSE	12/06/2026	13/08/2026	19/11/2026	11/02/2027
Welcome & Apologies (Verbal)					
Declarations of Interest (Verbal)					
Minute of the previous meeting	APPROVAL				
Matters Arising & Rolling Actions Log	APPROVAL				
ANNUAL REPORT & ACCOUNTS	PURPOSE	12/06/2026	13/08/2026	19/11/2026	11/02/2027
2025/26 ARC Annual Report	APPROVAL				
2025/26 All Annual Reports from Committees	ENDORSEMENT				
2025/26 Annual Accounts & Assurance Packs	ENDORSEMENT				
Exec Directors and Chief Exec Annual Certificate of Assurance	ENDORSEMENT				

National Services Audit Reports - Finance System Annual Report 2025/26	ASSURANCE				
2025/26 Risk Managment Annual Report	ENDORSEMENT				
2025/26 Procurement Annual Report	ENDORSEMENT				
2025/26 External Audit Annual Report	ASSURANCE				
2025/26 Internal Audit Annual Report	ASSURANCE				
2025/26 Information Governance and Security Annual Report	ENDORSEMENT				
<b>STRATEGIC REPORTS &amp; DECISION POINTS</b>	<b>PURPOSE</b>	<b>12/06/2026</b>	<b>13/08/2026</b>	<b>19/11/2026</b>	<b>11/02/2027</b>
Risk Management Strategy	ENDORSEMENT				
Risk Management Framework	ASSURANCE				

Risk Appetite Statement	ENDORSEMENT				
Corporate Governance Framework	ENDORSEMENT				
Corporate Governance Activity Report	ASSURANCE				
AOP/Finance Plan/ADP	ENDORSEMENT				
<b>QUALITY AND PERFORMANCE STANDING ITEMS</b>	<b>PURPOSE</b>	<b>12/06/2026</b>	<b>13/08/2026</b>	<b>19/11/2026</b>	<b>11/02/2027</b>
Risk Management Update	ENDORSEMENT	To include update on progress against the Risk Management Action Plan		To include update on progress against the Risk Management Action Plan	
Strategic Risk Register	ENDORSEMENT				
Cyber Risk Register	ASSURANCE				
Financial Assurance	ENDORSEMENT				
External Audit Plan	ASSURANCE				

Internal Audit Plan	APPROVAL				
Internal Audit Plan Progress Update	ASSURANCE				
Internal Audit Reports	ASSURANCE				
Internal Audit Follow Up Report	ASSURANCE				
Internal Audit Performance Review	ASSURANCE				
Audit Scotland Reports (When available)	ASSURANCE				
Annual Committee Self-Assessment of Effectiveness	ASSURANCE		Results For Assurance	Action Plan For Approval	Action Plan For Assurance
Private Meeting with Chief Executive	ASSURANCE				
Private Meeting with External Audit	ASSURANCE				
Private Meeting with Director of Finance	ASSURANCE				
Private Meeting with Internal Audit	ASSURANCE				
Integrated Governance (key points arising)	ASSURANCE				
Audit and Risk Committee Workplan 2026/27	ASSURANCE				

Audit and Risk Committee Workplan 2027/28	ENDORSEMENT				
Information Governance & Security Report	ASSURANCE				
Audit and Risk Terms of Reference	ENDORSEMENT				
Reflection on Annual Accounts	ASSURANCE				
National Fraud Initiative (NFI) Questionnaire (CFS) 12 Functional Standards	ASSURANCE				
Counter Fraud Strategy	ENDORSEMENT				
<b>ADHOC</b>	<b>PURPOSE</b>	<b>12/06/2026</b>	<b>13/08/2026</b>	<b>19/11/2026</b>	<b>11/02/2027</b>
CCA Audit	ASSURANCE				
<b>Deep Dives:</b>		<b>12/06/2026</b>	<b>13/08/2026</b>	<b>19/11/2026</b>	<b>11/02/2027</b>

## CLINICAL GOVERNANCE COMMITTEE

COMMITTEE STANDING ITEMS	PURPOSE	21/05/2026	06/08/2026	05/11/2026	04/02/2027
Welcome & Apologies (Verbal)					
Declarations of Interest (Verbal)					
Minute of the previous meeting	APPROVAL				
Matters Arising & Rolling Actions Log	APPROVAL				
Report of Clinical Directors	ASSURANCE				

<b>RISK MANAGEMENT</b>	<b>PURPOSE</b>	<b>21/05/2026</b>	<b>06/08/2026</b>	<b>05/11/2026</b>	<b>04/02/2027</b>
Risk Management Update	ASSURANCE				
<b>QUALITY &amp; SAFETY</b>	<b>PURPOSE</b>	<b>21/05/2026</b>	<b>06/08/2026</b>	<b>05/11/2026</b>	<b>04/02/2027</b>
National Quarterly Healthcare Quality Report	ASSURANCE				
Realistic Medicine Update	ASSURANCE				
Whistleblowing Update	ASSURANCE				
Stakeholder Engagement and Insights	ASSURANCE				
Patient Satisfaction Survey Report	ASSURANCE				
Quality Improvement & Evaluation Team Workplan Update 2026/27	ASSURANCE				
Health and Care Staffing Act Quarterly Report	ASSURANCE				

MINUTES	PURPOSE	21/05/2026	06/08/2026	05/11/2026	04/02/2027
National Clinical Governance Group Minutes	ASSURANCE				
Senior Clinical Forum Minutes	ASSURANCE				
Clinical Core Group Minutes (Updates TBC once group established in 2026)	ASSURANCE				
POLICY & STRATEGY	PURPOSE	21/05/2026	06/08/2026	05/11/2026	04/02/2027
Public Protection Learning & Development Strategy (Biennial)	ASSURANCE	Every 2 years			
Public Protection Policy (Biennial)	ASSURANCE	Every 2 years			

Prescribing Policy (Teleprescribing) (Biennial)	ASSURANCE	Every 2 years			
Adverse Events Policy (Biennial)	ASSURANCE	Every 2 years			
Quality Framework (Biennial)	ASSURANCE		Every 2 years		
Corporate Parenting and UNCRC Progress Report and Action Plan 2026-29	ENDORSEMENT				
<b>ANNUAL REPORTS</b>	<b>PURPOSE</b>	<b>21/05/2026</b>	<b>06/08/2026</b>	<b>05/11/2026</b>	<b>04/02/2027</b>
Quality Improvement & Evaluation Annual Report 2025/26	ASSURANCE				
Public Protection Annual Report 2025/26	ASSURANCE				
Public Partnership Forum & Youth Forum Annual Report 2025/26	ENDORSEMENT				
Clinical Governance Committee Annual Report 2025/26	APPROVAL				
Patient and Service User Feedback Annual Report 2025/26	ENDORSEMENT				

Duty of Candour Annual Report 2025/26	ENDORSEMENT				
Equality Mainstreaming and Workforce Equality Monitoring Report (Biennial)	ENDORSEMENT				Every 2 years
Whistleblowing Annual Report 2025/26	ENDORSEMENT				
Health and Care Staffing Act Annual Report 2025/26	ENDORSEMENT				
<b>COMMITTEE BUSINESS</b>	<b>PURPOSE</b>	<b>21/05/2026</b>	<b>06/08/2026</b>	<b>05/11/2026</b>	<b>04/02/2027</b>
Annual Committee Self-Assessment of Effectiveness	ASSURANCE				
Review of Committee Terms of Reference	ENDORSEMENT				

Committee Workplan 2026/27	ASSURANCE				
Committee Workplan 2027/28	ENDORSEMENT			2027/28 Workplan	
Integrated Governance (key points arising)	ASSURANCE				

**PLANNING AND  
PERFORMANCE  
COMMITTEE**

COMMITTEE STANDING ITEMS	PURPOSE	11/05/2026	03/08/2026	09/11/2026	08/02/2027
Welcome & Apologies (Verbal)					
Declarations of Interest (Verbal)					
Minute of the previous meeting	APPROVAL				
Matters Arising & Rolling Actions Log	APPROVAL				
STRATEGIC REPORTS & DECISION POINTS	PURPOSE	11/05/2026	03/08/2026	09/11/2026	08/02/2027
Corporate Delivery Plan Update	ENDORSEMENT				
3 Year Corporate Delivery Plan Draft	ENDORSEMENT				
3 Year Finance Plan Draft	ENDORSEMENT				
Easter Preparedness	ASSURANCE				
Winter Preparedness	ASSURANCE				

NHS 24 Procurement Strategy	ENDORSEMENT				
Communications Delivery Plan	ASSURANCE				
Communications Delivery Plan Annual Report	APPROVAL				
Climate Emergency and Sustainability Update	ENDORSEMENT				
Climate Emergency and Sustainability Annual Report	ENDORSEMENT				
Corporate Strategy 2028-33	ENDORSEMENT				
Service Transformation Programme: Updates (To be scheduled following discussion with Chair and Executive Lead)	ASSURANCE				
NHS 24/SAS JCB (To be scheduled following discussion with Executive Lead)	ENDORSEMENT				
111 Telephony Contract	ENDORSEMENT				

National Review of NHS inform Update (TBC)	ENDORSEMENT				
<b>QUALITY &amp; PERFORMANCE STANDING ITEMS</b>		<b>11/05/2026</b>	<b>03/08/2026</b>	<b>09/11/2026</b>	<b>08/02/2027</b>
Planning and Performance Risk Register	ASSURANCE				
Cyber Risk Register	ASSURANCE				
Organisational Resilience	ASSURANCE				
Corporate Performance Report	ENDORSEMENT				
Financial Performance Report	ENDORSEMENT				
Estates and Facilities Report	ASSURANCE				
Estates and Facilities Annual Report	APPROVAL				
Information Governance & Security Report	ASSURANCE				

Information Governance & Security Report Annual Report 2025/26	ENDORSEMENT				

COMMITTEE BUSINESS		11/05/2026	03/08/2026	09/11/2026	08/02/2027
PPC Annual Report 2025/26	APPROVAL				
PPC Self-Assessment of Effectiveness	ASSURANCE				
PPC Annual Review of Terms of Reference	ENDORSEMENT				
PPC Workplan 2026/27	ASSURANCE				
PPC Workplan 2027/28	ENDORSEMENT			2027/28	
PPC Committee Dates	ENDORSEMENT	Add to agenda for info.	Add to agenda for info.	2027/28 dates to be approved.	Add to agenda for info.
Integrated Governance (key points arising)	ASSURANCE				

STAFF GOVERNANCE COMMITTEE

COMMITTEE STANDING ITEMS	PURPOSE	TU LEAD	07/05/2026	30/07/2026	02/11/2026	02/02/2027
Welcome & Apologies (Verbal)						
Declarations of Interest (Verbal)						
Minute of the previous meeting	APPROVAL					
Matters Arising & Rolling Actions Log	APPROVAL					
ROUTINE ITEMS	PURPOSE	TU LEAD	07/05/2026	30/07/2026	02/11/2026	02/02/2027
Communications Delivery Plan & Annual Report	ASSURANCE					
Whistleblowing Standards Update	NOTING					
Healthcare Staffing Programme	ASSURANCE					
Staff Governance Committee Risk Register	ASSURANCE					
Area Partnership Forum	ASSURANCE					
Area Partnership Forum Workplan 2026/27	ASSURANCE					
Area Partnership Forum Self Assessment	ASSURANCE					
Workforce Performance Report	ENDORSEMENT					
Equality Mainstreaming and Workforce Monitoring Report (Biennial)	ENDORSEMENT					Every 2 years

Climate Emergency and Sustainability Programme Update	ASSURANCE					
<b>WAYS OF WORKING &amp; PLANNING</b>	<b>PURPOSE</b>	<b>TU LEAD</b>	<b>07/05/2026</b>	<b>30/07/2026</b>	<b>02/11/2026</b>	<b>02/02/2027</b>
		<b>Martin MacGregor</b>				
Workforce Optimisation Strategic Workforce Planning Annual Report	ASSURANCE					
Health & Safety Quarterly Report	ASSURANCE					
Area Health & Safety Annual Report	ASSURANCE					
Workforce Optimisation - Data and Digital Transformation Annual Report	ASSURANCE					
Workforce Strategy and Plan 2025-March 2026	ENDORSEMENT					
Workforce Strategy 2026 – 2029	ENDORSEMENT					
Sustainable Inclusion Annual Report	ASSURANCE					
Staff Governance Monitoring Return	ASSURANCE					
<b>ORGANISATION &amp; CULTURE</b>	<b>PURPOSE</b>	<b>TU LEAD</b>	<b>07/05/2026</b>	<b>30/07/2026</b>	<b>02/11/2026</b>	<b>02/02/2027</b>
		<b>Fred McCosh</b>				
iMatter National and Board Results	ASSURANCE					
Skills Evolution	ASSURANCE					

Essential Learning Annual Review	ASSURANCE					
Culture and Wellbeing Year in Review/Annual Review	ASSURANCE					
Aspiring Leaders Programme	ASSURANCE					
<b>PEOPLE SERVICES</b>	<b>PURPOSE</b>	<b>TU LEAD</b>	<b>07/05/2026</b>	<b>30/07/2026</b>	<b>02/11/2026</b>	<b>02/02/2027</b>
		<b>Fred/Martin</b>				
National Flexible Working Group Update	ASSURANCE					
Case Management Overview	ASSURANCE					
Scottish Government Key Publications	ASSURANCE					
Reduced Working Week (May) & Nov	ASSURANCE					
Attendance Management Update (Nov/May)	ASSURANCE					
Workforce Sustainability - include within Workforce Report??	ASSURANCE					
<b>DTP PRACTICE EDUCATION</b>	<b>PURPOSE</b>	<b>TU LEAD</b>	<b>07/05/2026</b>	<b>30/07/2026</b>	<b>02/11/2026</b>	<b>02/02/2027</b>
Training Update	ASSURANCE					
Practice Education Evaluation Reports	ASSURANCE					
Reform of Practice Education	ASSURANCE					

COMMITTEE BUSINESS	PURPOSE	TU LEAD	07/05/2026	30/07/2026	02/11/2026	02/02/2027
Staff Governance Committee Terms of Reference	ENDORSEMENT					
Staff Governance Committee Workplan 2026/27	ASSURANCE					
Staff Governance Committee Workplan 2027/28	ENDORSEMENT					
2025/26 Committee Annual Report	APPROVAL					
Committee Highlights to the Board	ASSURANCE					
Annual Committee Self-Assessment of Effectiveness Survey 2026 Results	ASSURANCE					
Annual Committee Self-Assessment of Effectiveness Action Plan 2026	ASSURANCE					

## REMUNERATION COMMITTEE

COMMITTEE STANDING ITEMS	PURPOSE	25/06/2026	26/11/2026
Welcome & Apologies (Verbal)			
Declarations of Interest (Verbal)			
Minute of the previous meeting	APPROVAL		
Matters Arising & Rolling Actions Log	APPROVAL		
END OF YEAR APPRAISALS	PURPOSE	25/06/2026	26/11/2026
EMT End of Year Appraisals 2025/26	APPROVAL		
Chief Communications Officer & Employee Director End of Year Appraisals 2025/26	AWARENESS		
Chief Executive End of Year Review 2025/26	AWARENESS		

<b>ANNUAL OBJECTIVES SETTING</b>	<b>PURPOSE</b>	<b>25/06/2026</b>	<b>26/11/2026</b>
EMT Objectives Setting 2026/27	APPROVAL		
Chief Executive's Objectives 2026/27	APPROVAL		
Chief Communications Officer & Employee Director Objectives 2026/27	APPROVAL		
<b>MID-YEAR APPRAISALS</b>	<b>PURPOSE</b>	<b>25/06/2026</b>	<b>26/11/2026</b>
Executive Team Mid Year Performance Review Overview 25/26	ASSURANCE		
Executive Directors Mid Year Performance Reviews 2026/27	APPROVAL		
Chief Communications Officer & Employee Director Mid Year Performance Reviews 2026/27	AWARENESS		

Chief Executive Mid Year Performance Review 2026/27	APPROVAL		
<b>DISCRETIONARY POINTS</b>		<b>25/06/2026</b>	<b>26/11/2026</b>
Consultant Discretionary Points Process 2026/27	APPROVAL		
Consultant Discretionary Points Awards	APPROVAL		
<b>OTHER COMMITTEE BUSINESS</b>		<b>25/06/2026</b>	<b>26/11/2026</b>
Remuneration Committee Annual Review of Terms of Reference	ENDORSEMENT		
Remuneration Committee Annual Report 2025/26	APPROVAL		
Directors Letters	ASSURANCE		

## INTEGRATED GOVERNANCE COMMITTEE

COMMITTEE STANDING ITEMS	PURPOSE	23/06/2026	03/12/2026
Welcome & Apologies (Verbal)			
Declarations of Interest (Verbal)			
Minute of the previous meeting	APPROVAL		
Matters Arising & Rolling Actions Log	APPROVAL		
INTEGRATED GOVERNANCE ITEMS	PURPOSE	23/06/2026	03/12/2026
Proposed Board and Committee Schedule of Meetings for 2027/28	ENDORSEMENT		
Board and Committee Workplans for 2027/28	ASSURANCE		
Internal Audit Plan Update	ASSURANCE		

Annual Governance Committee Effectiveness Reviews 2027	ASSURANCE		
Governance Committees Self Effectiveness Reviews: All Action Plans	ASSURANCE		
<b>COMMITTEE BUSINESS</b>	<b>PURPOSE</b>	<b>23/06/2026</b>	<b>03/12/2026</b>
IGC Annual Review of Terms of Reference	ENDORSEMENT		
IGC Committee Annual Report 2025/26	APPROVAL		
IGC Self-Assessment of Effectiveness	ASSURANCE	2025 Action Plan	2026 Results
Highlight Report to the Board (at next available Board meeting)	ASSURANCE		