

Meeting:	NHS Grampian Board
Meeting date:	13 August 2026
Item Number:	7.5
Title:	Executive Team - Chair's Assurance Reports
Responsible Executive:	Laura Skaife-Knight, Chief Executive
Report Author:	Drew McGowan, Interim Board Secretary

1 Purpose and recommendations

This is presented to the Board for:

- Assurance

Recommendation(s)

The Board is asked to:

- Review the Executive Team Chair's Assurance Reports and take assurance that effective governance operational arrangements are in place and that significant risks, issues and actions are being monitored and escalated appropriately.

This report relates to:

- Other: Organisational governance and assurance

This aligns to the following NHS Scotland quality ambition(s):

- Safe
- Effective
- Person Centred

The subject matter of this report is relevant to the mitigation of the following strategic risks (further information provided in the Risk section below):

- Inability to meet population demand for Planned Care
- Significant delays in the delivery of Unscheduled Care
- Inability to affectively maintain and invest in NHS Grampian's infrastructure
- Deviation from recognised service standards of practice and delivery
- Inability to achieve the aspirations set out in Plan for the Future due to financial resource constraints and inefficiencies
- Inability to reduce demand through citizen engagement
- Insufficient change and innovation to create a system which can meet demand and deliver on our strategic intent

- Cybersecurity Incident
- Deteriorating Workforce Engagement
- Worsening health in Grampian particularly in those who experience multiple disadvantages

2 Report summary

2.1 Situation

This paper presents the Executive Team Chair's Assurance Reports produced since the Board's meeting held on 11 June 2026. The reports provide a summary of key matters considered by the Executive Team and highlight the assurance received from the operational groups and programmes that report to it and matters that have been escalated to the Executive Team for attention.

2.2 Background

Following each meeting of the Executive Team, the Chief Executive issues a Chair's Assurance Report summarising key discussions, decisions and assurances received. The reports are shared with all staff every Thursday through the Daily Brief for openness and transparency and are also provided to the Board to support oversight of organisational performance, risk management and governance arrangements and for connection between the main decision-making forum on the operational arm of governance in the organisation (the Executive Team) and the Board.

2.3 Assessment

The Executive Team Chair's Assurance Reports provide the Board with visibility of matters considered by the Executive Team between Board meetings. Collectively, they demonstrate the operation of organisational governance arrangements and the assurance received from Executive-led groups and Programmes Boards. The reports support transparency and the appropriate escalation of issues of strategic significance through the NHS Grampian governance structure.

2.3.1 Quality / Patient Care

The attached Executive Team Chair's Assurance Reports include updates, escalations and assurance relating to quality, patient care, workforce, financial, risk, equality and other matters where relevant.

2.3.2 Workforce

Please see section 2.3.1.

2.3.3 Financial

Please see section 2.3.1.

2.3.4 Risk Assessment / Management

Please refer to section 2.3.1.

2.3.5 Equality and Diversity, including health inequalities

Please refer to section 2.3.1.

2.3.6 Other impacts

Please refer to section 2.3.1.

2.3.7 Communication, involvement, engagement and consultation

Following each meeting of the Executive Team, the Chair's Assurance Report is shared with staff through the Daily Brief as part of NHS Grampian's commitment to openness and transparency.

2.3.8 Route to the Meeting

The attached Chair's Assurance Reports were produced following meetings of the Executive Team held since the Board meeting on 11 June 2026. Each report was reviewed and approved by the Executive Team at the subsequent meeting.

2.4 Recommendation(s)

The Board is asked to:

- Review the Executive Team Chair's Assurance Reports and take assurance that effective governance arrangements are in place and that significant risks, issues and actions are being monitored and escalated appropriately.

3 Appendix/List of appendices

The following appendix/appendices are included with this report:

- Appendix 1 – Executive Team Chair's Assurance Report: 16 June 2026
- Appendix 2 – Executive Team Chair's Assurance Report: 23 June 2026
- Appendix 3 – Executive Team Chair's Assurance Report: 30 June 2026
- Appendix 4 – Executive Team Chair's Assurance Report: 7 July 2026
- Appendix 5 – Executive Team Chair's Assurance Report: 14 July 2026
- Appendix 6 – Executive Team Chair's Assurance Report: 21 July 2026
- Appendix 7 – Executive Team Chair's Assurance Report: 28 July 2026
- Appendix 8 – Executive Team Chair's Assurance Report: 4 August 2026