NHS Grampian

Meeting:	NHS Grampian Board
Meeting date:	13 August 2026
Item Number:	19
Title:	Executive Team Portfolios
Responsible Executive:	Laura Skaife-Knight, Chief Executive
Report Author:	Melanie Saunders, Director of People and Culture (Interim)

1 Purpose and recommendations

This is presented to the Board for:

- **Assurance**

Recommendation(s)

The Board is asked to:

- Note the Executive Team portfolio arrangements, as enclosed.
- Take assurance from the oversight provided by the Remuneration Committee.

This report relates to:

- NHS Grampian Strategy: Plan for the Future
- Board Annual Delivery Plan
- Service Operational Plan
- Other: Executive Team

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

- Safe
- Effective
- Person Centred

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

- Insufficient change and innovation to create a system which can meet demand and deliver on our strategic intent
- Deteriorating Workforce Engagement

2 Report summary

2.1 Situation
This paper provides the Board with an updated overview of Executive Team portfolio arrangements and the recent changes highlighted within the attached portfolio document.

2.2 Background
The Remuneration committee (7 July 2026) received update on the following recent changes to Executive Team Portfolios, including:

- Equality, Diversity and Inclusion transferring to the Director of People and Culture from 3 August 2026.
- Planned Care moving to the Chief Officer, Acute Services from the Acute Medical Director.
- Child Health and Women's Health oversight to the Director of Public Health from the Chief Officer, Acute Services.
- Lead for communication with MPs and MSP transferred to the Director of Strategy, Transformation and Performance
- All legal services under the Medical Director, with aspects transferred from the Board Secretary.
- Value and sustainability under the Director of Strategy, Transformation and Performance

Going forward the Executive Team Portfolios would be presented to the Remuneration Committee twice a year or more frequently if there was significant change.

2.3 Assessment
The portfolio (appendix A) is intended to support clarity, transparency and organisational understanding of Executive leadership responsibilities and accountabilities and will be kept under continual review.

The portfolios will be kept under continuous review and going forward will be reported to Renumeration Committee on a twice yearly basis, or sooner if significant changes are made, in particular where such changes may affect the grade of any given Executive Director.

2.3.1 Quality / Patient Care
In combination with the Extended Leadership Team paper (item 6.1), the clarity around portfolio responsibilities supports improved leadership capability, which is expected to positively influence organisational performance and quality of care through strengthened governance, decision-making and leadership behaviours.

2.3.2 Workforce
The transparency of portfolios will ensure clarity of accountability and responsibility across the Executive Team.

2.3.3 Financial
N/A

2.3.4 Risk Assessment / Management

Transparency and clarity of portfolios supports mitigation of:

- Workforce engagement risks
- Risks relating to leadership effectiveness during escalation
- Risks associated with organisational performance and governance

The development of a cohesive Executive Team is a key enabler for effective risk management and organisational recovery.

2.3.5 Equality and Diversity, including health inequalities

N/A

2.3.6 Other impacts

N/A

2.3.7 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate:

- N/A

2.3.8 Route to the Meeting

Executive Team meetings and the Remuneration committee (7 July 2026) were assured by the information provided and endorsed the regular review of the portfolios.

2.4 Recommendation(s)

The Board is asked to:

- Note the Executive Team portfolio arrangements, as enclosed.
- Take assurance from the oversight provided by the Remuneration Committee.

3 Appendix/List of appendices

The following appendix/appendices are included with this report:

Appendix 1 – Portfolio Summary