

SUMMARY REPORT OF CLINICAL GOVERNANCE COMMITTEE MEETING

Name of Committee	Clinical Governance Committee
Date of Meeting	3 September 2026
Committee Chair	Karen Leach

KEY POINTS FROM DISCUSSION AND ESCALATION

ALERT

- Ongoing workforce fragility within Oncology Services continues to require mutual aid arrangements and presents ongoing sustainability challenges.
- Children and Families Services within Argyll & Bute continue to experience workforce and leadership capacity challenges, requiring ongoing mitigation and oversight.
- The future of the ICNet system remains uncertain pending national decisions, with the current contract due to expire in December 2026.
- RIS in Highland North remains out of support, presenting an ongoing risk to service continuity pending replacement arrangements.
- Complaints activity has increased, with a 29% increase in Stage 2 complaints and a 17% increase in Stage 1 complaints, creating pressure on operational services and the feedback team.

ASSURE

- NHS Highland Oncology Report – Limited Assurance
- Chief Pharmacist Standards Assurance Report – Moderate Assurance.
- Clinical Governance Children's Services Report – Moderate Assurance.
- NDAS Update – Limited Assurance.
- Commissioned Care Homes Report – Substantial Assurance.
- Patient Experience, Feedback and Complaints Case Studies – Moderate Assurance.
- Clinical Governance Quality & Performance Data Report – Moderate Assurance.
- Risk Register – Quality Update (Emerging Themes) – Limited Assurance.
- Argyll & Bute Health & Social Care Partnership Report – Associated assurance levels accepted.
- Highland Health & Social Care Partnership Report – Moderate Assurance.
- Acute Services Clinical Governance Report – Moderate Assurance overall, with Limited Assurance for Oncology Services.
- Infants, Children & Young People's Clinical Governance Group – Moderate Assurance.
- Infection Prevention and Control Annual Report – Associated assurance levels accepted.
- Operational Improvement Plan 2026/27 – Substantial Assurance.

- Annual Complaints and Feedback Report – Moderate Assurance.
- Radiation Safety Committee Annual Report – Moderate Assurance.

ADVISE

- Further assurance is required regarding delivery of NDAS improvement actions and reduction of waiting lists.
- The Committee requested continued oversight of bereavement support arrangements for children and young people.
- Future reports should continue to provide assurance regarding workforce sustainability in Oncology Services and Children and Families Services.
- The Committee discussed the growing use of AI within complaints handling and noted the importance of maintaining a person-centred approach to responding to complaints.
- Further assurance is required regarding radiation safety training compliance and workforce resilience within nuclear medicine services.

RISKS

- Workforce sustainability within Oncology Services.
- Workforce and leadership capacity within Children and Families Services.
- ICNet contract expiry and dependency on national replacement arrangements.
- RIS system replacement and service continuity risk.
- Nuclear medicine workforce fragility.
- Ongoing complaints and feedback pressures across services.

ACTIONS

- Six-month update on implementation of the Chief Pharmacist Standards action plan to be presented to a future meeting.
- Further update requested on pressure ulcer audit findings and associated improvement activity.
- Vascular Services update to be scheduled for a future Committee meeting.
- Follow-up to confirm arrangements and timescales for the Highland Health and Social Care Partnership annual learning review.
- Committee self-assessment questionnaires to be circulated to members.

LEARNING

- Learning from complaints and patient feedback was discussed as part of the Annual Complaints and Feedback Report.
- Learning from infectious disease preparedness activity and workforce training requirements was highlighted through the Infection Prevention and Control report.
- Learning arising from radiation safety training and compliance reviews was discussed.