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| NHS Greater Glasgow and Clyde | Paper No. 25/152 |
| Meeting: | NHSGGC Board Meeting |
| Meeting Date: | 18 December 2025 |
| Title: | Governance and Board Member Responsibilities - Update |
| Sponsoring Director: | Dr Lesley Thomson KC, Chair |
| Report Author: | Ms Kim Donald, Corporate Services Manager - Governance |

1. Purpose

The purpose of this paper is to provide an update to the Board on proposed Board members responsibilities.

2. Executive Summary

2.1 Finance Planning and Performance Committee

Following approval at the October Board Meeting, the Finance Planning and Performance Committee (FPPC) will transition to a new operating model whereby meetings will be held on alternate Board months, with all Board members included within its membership. The change reflects the Board's commitment to an agile governance approach, ensuring that scrutiny and decision-making structures remain flexible, proportionate, and aligned to organisational need. The revised model is also in response to the evolving national landscape, including changes in governance expectations across the system and increasing emphasis on streamlined, integrated oversight. By broadening membership to the full Board and aligning the meeting cycle with Board business, the Committee will be better positioned to provide timely assurance, support strategic decision making, and enhance collective ownership of key financial, performance and planning matters. Future dates of FP&P are noted in the Board Calendar for approval by the Board.

2.2 Committee Membership

The proposed committee and IJB Board member responsibilities can be seen in Appendix 1. This has been updated to the expanded membership of the FPPC.

Key changes proposed:

- All Board Members are members of FPPC
- Mr Gio D'Alessio joins Healthcare Charity Committee
- Mr Jamie Kinlochan joins Glasgow City IJB

Caldicott Guardian

The role of the Caldicott Guardian within NHSGGC has historically been the responsibility of the Director of Public Health. To bring NHSGGC in line with most other Health Boards, a decision has been made to move this role to the Medical Director, effective from November 2025.

3. Recommendations

The Board is asked to:

- Note the change in Caldicott Guardian
- Approve the additional FPPC membership.
- Approve the updated version of Board Member responsibilities at Appendix 1.

4. Response Required

This paper is presented for approval.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|------------------------|
| • Better Health | <u>Positive</u> impact |
| • Better Care | <u>Positive</u> impact |
| • Better Value | <u>Positive</u> impact |
| • Better Workplace | <u>Positive</u> impact |
| • Equality & Diversity | <u>Positive</u> impact |
| • Environment | <u>Positive</u> impact |

6. Engagement & Communications

The content of this paper was considered by the Chair, the Chief Executive, the Director of Corporate Services and Governance and individual Board Members.

7. Governance Route

This paper is presented to the Board as the approving body.

8. Date Prepared & Issued

Prepared on: 4 December 2025

Issued on: 10 December 2025

NHS Greater Glasgow and Clyde
Active Governance Programme

| Board Members' Responsibilities from 1 January 2026 | | | | | | | | | | | | | | | | |
|--|---------------------------|-------------|---------------------------|--|---|------------------|---|------------------------|------------------------------|--|--------------------------------|---|---|--|------------------------------|--|
| Board Members | Appointment | | Board Standing Committees | | | | | | | Inquiries Oversight Sub Committee (SubCommittee of Board) | Healthcare Charities Committee | Interface Committee (SubCommittee of FPPC) Membership TBC | Executive Oversight Group GGC Way Forward Membership TBC | Executive Whole System Oversight Group Membership TBC | Pharmacy Practices Committee | |
| | | | Audit and Risk Committee | Clinical and Care Governance Committee | Finance, Planning and Performance Committee | People Committee | Population Health and Wellbeing Committee | Remuneration Committee | Staff Governance Committee | | | | | | | |
| Dr Lesley Thomson KC | From 01/12/23 | To 30/11/27 | 1 | 1 | 1 | 1 C | 1 | 1 | 1 | 1 C | 1 | | | | | |
| Professor Jann Gardner | Chief Executive | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | 1 | | 1 C | | | |
| Dr Scott Davidson | Medical Director | | | 1 LX | 1 | 1 | | | | | | | | | | |
| Dr Emilia Crighton | Director of Public Health | | | | 1 | 1 | 1 LX | | | | | | | | | |
| Mr William Edwards | Deputy Chief Executive | | | | 1 | | | | | 1 | | | | | | |
| Mr Michael Breen | Director of Finance | | 1 LX | | 1 LX | | | | | | 1 LX | | | | | |
| Professor Angela Wallace | Nurse Director | | | 1 | 1 | 1 | | | | | | | | | | |
| Other Director | | | | | 2 IJBCOs (ED & WD) | 1 DHROD | 2 IJBCOs (ED & Ren) | 1 DHROD (LX) | 1 DHROD (LX) 1 IJBCO (WD) | | | | | | | |
| Ms Ann Cameron-Burns | From 01/01/22 | To 31/12/26 | | | 1 | 1 | | 1 | 1 CC | | 1 | | | | | |
| Dr Morven McElroy | From 01/07/25 | To 30/06/29 | | 1 | 1 | 1 | | | | | 1 | | | | | |
| Professor Iain McInnes | From 01/04/21 | To 31/03/26 | | | 1 | | | | | | | | | | | |
| Clr Jacqueline Cameron (Ren) | From 21/06/22 | To 30/04/27 | 1 | | 1 | 1 | 1 | | | | | | | | | |
| Clr Chris Cunningham (GC) | From 08/06/22 | To 30/04/27 | | | 1 | | | | | | | | | | | |
| Clr Colette McDiarmid (ED) | From 08/06/22 | To 30/04/27 | | | 1 | 1 | 1 | | 1 | | | | | | | |
| Clr Michelle McGinty (WD) | From 08/06/22 | To 30/04/27 | | | 1 | | | | 1 | | 1 | | | | | |
| Clr Katie Pragnell (ER) | From 04/07/22 | To 30/04/27 | | 1 | 1 | 1 | | | | | 1 | | | | | |
| Clr Robert Moran (INV) | From 28/07/24 | To 30/06/28 | | | 1 | | 1 | | 1 | | | | | | | |
| Ms Mehvish Ashraf | From 09/01/23 | To 08/01/27 | | | 1 | 1 | | | 1 CC | | | | | | | |
| Mr Brian Auld | From 01/07/24 | To 30/06/28 | 1 | | 1 | 1 | | | 1 | | | | | | | |
| Ms Elizabeth Cairns | From 01/07/24 | To 30/06/28 | | | 1 | | 1 | | | | | | | | | |
| Mr Martin Cawley | From 01/07/24 | To 30/06/28 | | | 1 | | | | | | 1 C | | | | | |
| Ms Cath Cooney | From 01/07/24 | To 30/06/28 | | 1 VC | 1 | 1 VC | | | | | | | | | | |
| Giovanni D'Alessio | From 18/08/25 | To 17/08/29 | | 1 | 1 | | | | | | 1 | | | | | |
| Ms Dianne Foy | From 01/07/22 | To 30/06/30 | | 1 | 1 | 1 | 1 | | | | | | | | | |
| Mr David Gould (Vice Chair) | From 01/02/22 | To 31/01/26 | | | 1 | 1 | 1 | 1 C | | 1 | 1 | | | | | |
| Mr Graham Haddock | From 01/05/23 | To 30/04/27 | | 1 | 1 | | | | | | | | | 1 | | |
| Ms Margaret Kerr | From 01/04/19 | To 31/03/27 | 1 VC | 1 | 1 C | | | | | 1 | | | | | 1 | |
| Jamie Kinloch | From 25/08/25 | To 24/08/29 | | | 1 | | 1 | | | | | | | | | |
| Ms Lesley McDonald | From 01/07/24 | To 30/06/28 | | | 1 | | | | | | | | | | 1 | |
| Dr Rebecca Metcalfe | From 01/09/23 | To 31/08/27 | 1 | | 1 | 1 | | | | | | | | | | |
| Ms Ketki Miles | From 01/06/20 | To 31/05/28 | | | 1 | 1 | 1 | 1 VC | | | | | 1 | | | |
| Dr Paul Ryan | From 01/06/21 | To 31/05/29 | | 1 C | 1 VC | | | | 1 | 1 | | | | | | |
| Ms Karen Turner | From 01/07/24 | To 30/06/28 | | 1 | 1 | | 1 VC | | | | | | | | | |
| Mr Charles Vincent | From 01/02/20 | To 31/01/28 | 1 | | 1 | | 1 C | | | | | | | | | |
| Ms Michelle Wales | From 01/06/21 | To 31/05/29 | 1 C | | 1 | | | 1 | | | 1 VC | | | | | |
| Total Non Executive Board Members | | 27 | 6 | 9 | 27 | 12 | 10 | 4 | 7 | 3 | 9 | TBC | TBC | TBC | 2 | |
| Total Membership including Executive Board Members and Chair | | 34 | 9 | 13 | 36 | 18 | 15 | 7 | 11 | 5 | 11 | TBC | TBC | TBC | 2 | |
| | No of Meetings | | 5 | 4 | 6 | 4 | 4 | 2 | 4 | TBC | 4 | TBC | TBC | TBC | TBC | |
| | Quorum | | 3 | 3 | 4 | 3 | 3 | 3 | 3 | TBC | 3 | TBC | TBC | TBC | TBC | |

| Board | | Board Standing Committees | | | | | | | Inquiries Oversight Sub Committee (SubCommittee of Board) | Healthcare Charities Committee | Interface Committee (SubCommittee of FPPC) | Executive Oversight Group GGC Way Forward | Executive Whole System Oversight Group | Pharmacy Practices Committee | |
|---|----------------------|---|--|---|------------------------------|---|------------------------|------------------------------|--|--------------------------------|---|---|--|---------------------------------|--|
| | | Audit and Risk Committee | Clinical and Care Governance Committee | Finance, Planning and Performance Committee | People Committee | Population Health and Wellbeing Committee | Remuneration Committee | Staff Governance Committee | | | | | | | |
| | | 9.30 am-12.30 pm | 2.00 pm-5.00 pm | 9.30 am-12.30 pm | 10.00 am-1.00 pm | 2.00 pm-5.00 pm | 9.30 am-11.30 am | 9.30 am-12.30 pm | Start time varies | 9.30 am-12.30 pm | Dates TBC | Dates TBC | Dates TBC | Meetings arranged when required | |
| Frequency | Bi-Monthly | | | 8 April 2025 | | 15 April 2025 | | | 22 April 2025 | | | | | | |
| Board Members Required | 31 | | | | 20 May 2025 (2.00 pm) | | | 20 May 2025 | 6 May 2025 22 May 2025 | 13 May 2025 | | | | | |
| Quorum | 10 | 3 June 2025 17 June 2025 (pm) | 3 June 2025 | 10 June 2025 | | 17/06/2025 (9.30 am - 12.30 pm) | 26 June 2025 | | 4 June 2025 | | | | | | |
| Chair/NHS Lead | Dr Lesley Thomson KC | | | | | | | | 29 July 2025 | | | | | | |
| Vice Chair | Mr David Gould | | | 7 August 2025 | | | | 12 August 2025 | 28 August 2025 | 19 August 2025 | | | | | |
| Membership | As above | 18 September 2025 | 4 September 2025 | | 25 September 2025 (10.00 am) | | | | | | | | | | |
| 2025/26 Board Dates | 29 April 2025 | 9.30 am-2.00 pm | | 9 October 2025 | | 23 October 2025 | 23 October 2025 | | 22 October 2025 | | | | | | |
| | 24 June 2025* | 9.30 am-2.00 pm | | | 20 November 2025 | | | 27/11/2025 (1.30 pm-4.00 pm) | | 4 November 2025 | | | | | |
| | 21 August 2025 | 9.30 am-2.00 pm | 4 December 2025 (TBC) | 4 December 2025 | 11 December 2025 | | | | | | | | | | |
| | 30 October 2025* | 9.30 am-2.00 pm | | | | 22 January 2026 | | | | | | | | | |
| | 18 December 2025 | 2.00 pm-5.00 pm | | | 12 February 2026 | 19 February 2026 | | 19 February 2026 | | 5 February 2026 | | | | | |
| | 26 February 2026* | 9.30 am-2.00 pm | 19 March 2026 | 5 March 2026 | | | 26 March 2026 | | | | | | | | |
| * Followed by Endowments Management Committee Board of Trustees** | | ** A meeting of the Trustees shall be deemed to have been held when a quorum of at least one third of the Trustees are present, of whom at least 2 of those present are non-executive members of the Health Board | | | | | | | | | | | | | |

| 2025/26 Board Seminar Dates | | |
|-----------------------------|-------------------|--------------------|
| 27 May 2025 | 9.30 am-12.00 pm | |
| 11 September 2025 | 9.30 am-12.00 pm | |
| 13 November 2025 | 10.00 am-4.00 pm | |
| 8 January 2026 | 9.30 am-12.00 pm | |
| 12 March 2026 | 10.00 am-4.00 pm | |
| Standing Committee Chairs | 8 April 2025 | 12.30 pm - 1.30 pm |
| | 10 June 2025 | 12.30 pm - 1.30 pm |
| | 7 August 2025 | 12.30 pm - 1.30 pm |
| | 9 October 2025 | 12.30 pm - 1.30 pm |
| | 11 December 2025 | 12.30 pm - 1.30 pm |
| | 12 February 2026 | 12.30 pm - 1.30 pm |
| | | |
| IJB Leads Network | | |
| 9 June 2025 | 2.00 pm - 3.00 pm | |
| 15 September 2025 | 2.00 pm - 3.00 pm | |
| 15 December 2025 | 2.00 pm - 3.00 pm | |

| Key | |
|---------------------------------|--|
| C = Chair | DHROD = Director of Human Resources and Organisational Development |
| CC = Co Chair | DEF = Director of Estates and Facilities |
| VC = Vice Chair | DCPE = Director of Communications and Public Engagement |
| L = Lead | CO Acute = Chief Officer Acute |
| LX = Lead Executive | IJB CO = IJB Chief Officer |
| CE = Chief Executive | NHl = Head of Health Improvement |
| MD = Medical Director | CPHM = Consultant in Public Health Medicine |
| ND = Nurse Director | |
| DOF = Director of Finance | |
| DPH = Director of Public Health | |

| Board Champions | |
|-----------------------------------|-------------------|
| Mental Health | Karen Turner |
| Staff Health Strategy | Ann Cameron-Burns |
| Organ Donation | David Gould |
| Environment & Sustainability | Michelle Wales |
| Whistleblowing | Brian Auld |
| Equality & Diversity (Disability) | Dianne Foy |
| Equality & Diversity (BAME) | Mehvish Ashraf |
| Equality & Diversity (LGBTQ+) | Ketki Miles |
| NHS Charities (RHC) | Graham Haddock |
| NHS Charities (Beaeson WoSCC) | Vacant |
| Veterans | Vacant |
| Anti-Fraud | Colin Neil |

Updated on 4 December 2025

**NHS Greater Glasgow and Clyde
Active Governance Programme**

Board Members' Responsibilities from 1 January 2026

| Board Members | Appointment | |
|-----------------------------------|---------------------------|-------------|
| Dr Lesley Thomson KC | From 01/12/23 | To 30/11/27 |
| Professor Jann Gardner | Chief Executive | |
| Dr Emilia Crighton | Director of Public Health | |
| Dr Scott Davidson | Medical Director | |
| Mr William Edwards | Deputy Chief Executive | |
| Mr Michael Breen | Director of Finance | |
| Professor Angela Wallace | Nurse Director | |
| Other Director | | |
| Ms Ann Cameron-Burns | From 01/01/22 | To 31/12/25 |
| Dr Morven McElroy | From 01/07/25 | To 30/06/29 |
| Professor Iain McInnes | From 01/04/21 | To 31/03/26 |
| Cllr Jacqueline Cameron (Ren) | From 21/06/22 | To 30/04/27 |
| Cllr Chris Cunningham (GC) | From 08/06/22 | To 30/04/27 |
| Cllr Colette McDiarmid (ED) | From 08/06/22 | To 30/04/27 |
| Cllr Michelle McGinty (WD) | From 08/06/22 | To 30/04/27 |
| Cllr Katie Pragnell (ER) | From 04/07/22 | To 30/04/27 |
| Cllr Robert Moran (INV) | From 28/07/24 | To 30/06/28 |
| | | |
| Ms Mehvish Ashraf | From 09/01/23 | To 08/01/27 |
| Mr Brian Auld | From 01/07/24 | To 30/06/28 |
| Ms Elizabeth Cairns | From 01/07/24 | To 30/06/28 |
| Mr Martin Cawley | From 01/07/24 | To 30/06/28 |
| Ms Cath Cooney | From 01/07/24 | To 30/06/28 |
| Giovanni D'Alessio | From 18/08/25 | To 17/08/29 |
| Ms Dianne Foy | From 01/07/22 | To 30/06/26 |
| Mr David Gould (Vice Chair) | From 01/02/22 | To 31/01/26 |
| Mr Graham Haddock | From 01/05/23 | To 30/04/27 |
| Ms Margaret Kerr | From 01/04/19 | To 31/03/27 |
| Jamie Kinloch | From 25/08/25 | To 24/08/25 |
| Ms Lesley McDonald | From 01/07/24 | To 30/06/28 |
| Dr Rebecca Metcalfe | From 01/09/23 | To 31/08/27 |
| Ms Ketki Miles | From 01/06/20 | To 31/05/28 |
| Dr Paul Ryan | From 01/06/21 | To 31/05/29 |
| Ms Karen Turner | From 01/07/24 | To 30/06/28 |
| Mr Charles Vincent | From 01/02/20 | To 31/01/28 |
| Ms Michelle Wailes | From 01/06/21 | To 31/05/29 |
| Total Non Executive Board Members | | 27 |

[illegible]

| Integration Joint Boards ¹ | | | | | |
|---------------------------------------|-------------------|-------------------|------------------|-------------------|---------------------|
| East Dunbartonshire | East Renfrewshire | Glasgow City | Inverclyde | Renfrewshire | West Dunbartonshire |
| | | | | | |
| | | 14 May 2025 | 12 May 2025 | | 27 May 2025 |
| 26 June 2025 | 25 June 2025 | 25 June 2025 | 23 June 2025 | 27 June 2025 | |
| | | | | | |
| | 13 August 2025 | 20 August 2025 | | | 19 August 2025 |
| 17 September 2025 | 24 September 2025 | 24 September 2025 | 8 September 2025 | 19 September 2025 | 30 September 2025 |
| | | | | | |
| 13 November 2025 | 19 November 2025 | 26 November 2025 | 17 November 2025 | 28 November 2025 | 25 November 2025 |
| | | | | | |
| 22 January 2026 | | 21 January 2026 | | 30 January 2026 | |
| | | | | | |
| 19 March 2026 | | 18 March 2026 | 23 March 2026 | 27 March 2026 | |

¹ Some IJB schedules have still to be finalised