

NHS Greater Glasgow and Clyde	Paper No. 25/100
Meeting:	NHSGGC Board Meeting
Meeting Date:	21 August 2025
Title:	Governance and Board Member Responsibilities - Update
Sponsoring Director:	Dr Lesley Thomson KC, Chair
Report Author:	Ms Elaine Vanhegan Director of Corporate Services and 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 Non-Executive Board Member Recruitment

Following successful recruitment to two Non-Executive Board Member vacancies we have been advised by the Public Appointments Team (PAT) of an anticipated start date of 18 August 2025. However, this may be delayed acknowledging administrative issues due to the new PVG system. The formal announcement will be made following confirmation from the PAT, until then we cannot confirm individual's names.

2.2 Committee Membership

The proposed committee and IJB Board member responsibilities can be seen in Appendix 1. This has been updated to reflect our new Board Members e IJB responsibilities. Further discussion will be undertaken with the new members regarding committee membership.

In recognition of the Scottish Government strategic direction reflecting on Public Sector Reform including the Population Health Framework, and the Board's priorities moving forward, the following changes have been made:

Key changes proposed:

- Mr David Gould and Ms Ketki Miles will provide leadership with regards to the Public Health Framework, supporting Mr Charles Vincent, Chair of the Population Health and Wellbeing Committee. Both Mr Gould and Ms Miles will join the Population Health and Wellbeing Committee.
- Ms Cath Cooney will provide a lead role in Organisational Culture and Board Visibility supporting the Chair and the People Committee as Vice Chair.
- Ms Ketki Miles steps down from the Staff Governance Committee and Ms Mehvish Ashraf will take over as Co-Chair.
- New Board Member joins Renfrewshire IJB in place of Ms Karen Turner.
- New Board Member joins Inverclyde IJB in place of Ms Karen Turner.

3. Recommendations

The Board is asked to:

- 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: 11 August 2025

Date issued: 13 August 2025

NHS Greater Glasgow and Clyde
Active Governance Programme

Board Members' Responsibilities from 1 September 2025															
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 Colin Neil	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				
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								
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						
Clr Michelle McGinty (WD)	From 08/06/22	To 30/04/27							1		1				
Clr Katie Pragnell (ER)	From 04/07/22	To 30/04/27		1		1					1				
Clr Robert Moran (INV)	From 28/07/24	To 30/06/28					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						
Ms Elizabeth Cairns	From 01/07/24	To 30/06/28					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 VC									
Ms Dianne Foy	From 01/07/22	To 30/06/26		1		1	1								
Mr David Gould (Vice Chair)	From 01/02/22	To 31/01/26			1	1	1	1 C		1					
Mr Graham Haddock	From 01/05/23	To 30/04/27		1										1	
Ms Margaret Kerr	From 01/04/19	To 31/03/27	1 VC	1	1 C					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									
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 VC								
Mr Charles Vincent	From 01/02/20	To 31/01/28	1		1		1 C								
Ms Michelle Wailes	From 01/06/21	To 31/05/29	1 C		1			1			1 VC				
New Member 1	From	To													
New Member 2	From	To													
Total Non Executive Board Members		27	6	8	12	12	9	4	7	3	6	TBC	TBC	TBC	2
Total Membership including Executive Board Members and Chair		34	9	12	21	18	14	7	11	5	9	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							
	24 June 2025*	9.30 am-2.00 pm			20 November 2025			20 November 2025		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 CC = Co Chair VC = Vice Chair L = Lead LX = Lead Executive CE = Chief Executive MD = Medical Director ND = Nurse Director DOF = Director of Finance DPH = Director of Public Health	DHROD = Director of Human Resources and Organisational Development DEF = Director of Estates and Facilities DCPE = Director of Communications and Public Engagement CO Acute = Chief Officer Acute IJB CO = IJB Chief Officer HHI = Head of Health Improvement CPHM = Consultant in Public Health Medicine

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

Updated on 11 August 2025

NHS Greater Glasgow and Clyde Active Governance Programme

Board Members' Responsibilities from 1 September 2025

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 Colin Neil	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
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Cllr Katie Pragnell (ER)	From 04/07/22	To 30/04/27
Cllr Robert Moran (INV)	From 28/07/24	To 30/06/28
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Mr Martin Cawley	From 01/07/24	To 30/06/28
Ms Cath Cooney	From 01/07/24	To 30/06/28
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
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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
New Member 1	From	To
New Member 2	From	To
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