

NHS Greater Glasgow and Clyde	Paper No. 25/59
Meeting:	NHSGGC Board Meeting
Meeting Date:	29 April 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

1.1 The purpose of this paper is to provide an update to the Board on proposed Board Standing Committees and Sub Committee arrangements, Board members responsibilities, including supporting additional Executive Groups being established supporting transformation and reform. In addition, note is made of nonexecutive recruitment and plans for the May Board Seminar.

2. Committee Arrangements

Discontinuation of the of the Acute Services Committee and establishment of the People Committee, a new Standing Committee of the Board.

2.1 Following the Board Development Sessions held on 22nd February and 5th March 2024, one of the agreed actions was to Establish Equality, Diversity and Inclusion (EDI) Committee – now referred to as the People Committee. Due to the ongoing demands on the organisation for the Scottish Hospitals Inquiry, it was agreed to defer the establishment of this Committee until the Board's 2025/26 cycle.

2.2 A governance review was undertaken by the Director of Communications and Public Engagement and the Corporate Services Manager – Governance, where the terms of reference of the Acute Services Committee, Clinical Care and Governance Committee, Finance, Planning and Performance Committee and Staff Governance Committee have been considered alongside the annual cycle of business. This work identified that the business of the Acute Services Committee could be subsumed within other committees where the Terms of Reference align. It was also noted that

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the consideration of acute services, alongside community and primary care performance would also support and reinforce whole system oversight.

2.3 To ensure compliance with 2024/25 governance, it was agreed that the ASC cycle would conclude in March 2025, endorsing the discontinuation for approval at the April Board.

2.4 Membership of the People Committee has been considered by the Board Chair and Director of Corporate Services and Governance and is presented as part of this paper detailing responsibilities across the Standing Committees.

2.5 A paper was taken to the January 2025 Acute Services Committee, the February 2025 Finance Planning and Performance Committee and the March 2025 Clinical Care Governance Committee seeking consideration of the proposed changes and future amendments to respective Terms of Reference.

2.6 A draft Terms of Reference for the People Committee is attached at Appendix 1 for information. This will be considered by the Committee and brought back to the Board for ratification.

3. Non Executives Supporting Additional Groups and Committees

3.1 At the Board meeting on the 23rd April, Board members were asked to approve the comprehensive GGC whole-system improvement programme aimed at transforming the delivery of both unscheduled and planned care. In order to ensure appropriate governance and escalation for the improvement programme and also acknowledge and respond to a number of ongoing inquiries and regulatory matters, a number of additional groups and sub committees are being established. The Board Governance structure is shown in Appendix 2a and a detailed governance structure of the above programmes is shown in Appendix 2b. The overarching purpose of these is noted below with Terms of Reference being developed. Those asterisked require non-executive support, the details of which are noted in Appendix 3.

3.2 * *Inquiries Oversight Sub Committee* – a Sub Committee of the Board

- Purpose: Oversight of Inquiries and regulatory matters with risk to organisational reputation ensuring effective governance and escalation to relevant standing Committee or the Board. This will include but is not restricted to;
 - Strategic oversight of Public Inquiries under the Inquiries Act (2005), specifically:
 - Scottish Hospitals Inquiry (SHI)
 - Scottish COVID-19 Inquiry (SCI)
 - UK COVID-19 Inquiry (UKI)
 - Scottish Child Abuse Inquiry (SCAI)
 - Oversight of Fatal Accident Inquiries under the Inquiries into Fatal Accidents and Sudden Deaths etc. (Scotland) Act 2016
 - Charges brought against the Board under Section 3 of the Health and Safety activity and potential at Work etc Act 1973
 - Significant Civil claims (Staff and Clinical) raised against the Board
 - The claim against Multiplex, Capita and Currie and Brown through MFMac LLP in respect of the QEUH

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- High risk Significant Adverse Events
- Urgent Topics

This Sub Committee will be supported by a revised Executive Oversight Group with an expanded focus to that previously, now entitled the Executive Oversight Group – Legal and Regulatory which will provide Executive oversight of the above issues.

3.3 **Interface Committee* – a Sub Committee of the Finance Planning and Performance Committee

- Purpose: The purpose of the Interface Committee Sub Committee will be to oversee the transformation and improvement programme including the establishment of the Interface Sector in support of the Finance Planning and Performance Committee(FP&P). The Interface Committee will meet frequently and consider in greater detail implementation plans escalating key decisions to the FP&P and upwards to the Board.

3.4 *Executive Oversight Group Reform 25: Transforming Together*

- Purpose: This Group will oversee the implementation of FNC+Plus system in NHSGGC, including clear models for a virtual hospital including eTriage with a focus on shifting the balance of care, enabling more patients to remain at home, reducing length of stay and delayed discharges with innovative digital developments. Effective governance and escalation of implementation processes will be critical. The Group will also oversee workstreams previously managed under Moving Forward Together, such as cancer and planned care transformation, maternity and neonatal strategy, primary care strategy, mental health strategy, and palliative and end-of-life care.

3.5 Alongside the creation of the overall improvement plan, the recommendations from the Healthcare Improvement Scotland ED Review will contribute to developments.

3.6 **Executive Oversight Group GGC Way Forward* – (Executive Led)

- Purpose: As part of the improvement plan, a framework will be developed to strategically oversee, develop and implement improvement actions plans across the Emergency Department and wider system across the organisation. This will be known as the GGC Way Forward Framework involving a wide range of staff from the ED departments and some other acute areas, with local improvement groups established and led by sector directors.

3.7 **Whole Systems Oversight Group* – (Executive Led)

Purpose: Local improvement groups will be overseen by a Whole Systems Working Group, chaired by the Chief Operating Officer. The group will have oversight of the action plans, will monitor progress and will ensure a single strategy is implemented across the sites, with local adaptations in place as required.

3.8 A structure chart of these arrangements can be seen in Appendix 2b.

3.9 At this stage the Board is being asked to:

- Approve the discontinuation of the Acute Services Committee
- Approve the establishment of the People Committee

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- Note the Draft Terms of Reference at Appendix 1 which will be considered by the Committee and brought to the August Board for ratification
- Approve in principle the establishment of the Interface Committee Sub – a Sub Committee of FP&P and Board member involvement in the Executive Oversight Group GGC Way Forward and the Whole Systems Oversight Group

4. Committee Membership

4.1 The proposed committee and IJB Board member responsibilities can be seen in Appendix 3. Key changes proposed:

- Mrs Margaret Kerr steps down from the Healthcare Charities Committee and joins the Clinical & Care Governance Committee.
- Dr Iain McInnes steps down from the Clinical & Care Governance Committee and joins the Finance Planning and Performance Committee.
- Mr Graham Haddock steps down for the Population Health and Wellbeing Committee and Collette McDiarmid joins the Committee.
- Mr Brian Auld will step down for Glasgow City IJB at the end of June at which point membership will be reviewed including new non-executive members.
- Ms Ketki Myles will step down from East Dunbartonshire IJB and Mr Charles Vincent will join the IJB. Ms Libby Cairns will take on the role of Lead for the IJB.
- Ms Ketki Myles will join Glasgow City IJB.

Table 1

<i>Membership of the People Committee</i>	<i>Inquiries Oversight Sub Committee</i>
Dr Lesley Thomson – Chair Ms Cath Cooney – Vice Chair Mr David Gould Mr Brian Auld Ms Diane Foy Ms Ketki Miles Dr Rebecca Metcalf Ms Mevish Ashraf Ms Lesley Rousselet Ms Ann Cameron Burns Cllr Jacqueline Cameron Collette McDiarmid Katie Pragnell	Dr Lesley Thomson – Chair Mr David Gould Mrs Margaret Kerr Dr Paul Ryan

Table 2

<i>Interface Committee</i>	<i>Executive Oversight Group GGC Way Forward</i>	<i>Whole Systems Oversight Group</i>
TBC	Ms Ketki Myles	Mr Graham Haddock

4.2 Acknowledging the recruitment of new non executives, a further update on Board member responsibilities will be brought to the June Board for approval.

5. Non Executive Reappointments

5.1 Ms Michelle Wailes and Dr Paul Ryan have been reappointed to the Board for a second term both approved by the Cabinet Secretary. These second terms take effect for the 1st June 2025.

5.2 Dr Iain McInnes has also been reappointed for a further year from 1st April 2025 while we work collaboratively with Glasgow University establishing requirements through a significant period of transformation for the Board.

6. Non Executive Recruitment

6.1 The recruitment process is now underway to recruit two new Board members. It is anticipated that individuals will take up appointments in early summer.

7. Board Seminar – May 2025

The May Board Seminar will focus on the governance of the Board. Acknowledging the significant period of transformation ahead, it is important that, as a Board, time is taken to review how the dynamics of the Board are functioning, what is required moving forward and ensure there is sufficient time to focus on the correct issues ensuring transparency in the public domain. This will also be an opportunity to further understand the structures as described in Appendix 2a/b. Further details will follow in due course.

8 Recommendations

The Board is asked to:

- Approve the discontinuation of the Acute Services Committee
- Approve the establishment of the People Committee
- Note the Draft Terms of Reference at Appendix 1 which will be considered by the Committee and brought to the August Board for ratification
- Approve in principle the establishment of the Interface Committee Sub – a Sub Committee of FP&P and Board member involvement in the Executive Oversight Group GGC Way Forward and the Whole Systems Oversight Group
- Note the structures as detailed in Appendices 2a/b
- Approve the updated version of Board Member responsibilities at Appendix 3.
- Note the reappointment of Board members and the position regarding the recruitment of new non-executive members.
- Note the focus for the May Board Seminar

9. Response Required

This paper is presented for **approval**.

10. 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** Positive impact
- **Better Care** Positive impact
- **Better Value** Positive impact
- **Better Workplace** Positive impact
- **Equality & Diversity** Positive impact
- **Environment** Positive impact

11. 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.

12. Governance Route

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

13. Date Prepared & Issued

Date prepared: 21 April 2025

Date issued: 22 April 2025

DRAFT NHS Greater Glasgow and Clyde

People Committee

Terms of Reference

INTRODUCTION

1. NHS Greater Glasgow and Clyde (NHSGGC) is establishing a dedicated Board 'People Committee' to provide transparency, oversight and governance.
2. The overall purpose of the People Committee is to shape the culture of the organisation in line the Board's core values and with principles of NHS Reform and Renewal and those of realistic medicine. This affords the highest priority at Board level to equality, diversity and inclusion. The Committee will seek to identify and recommend transformative improvement opportunities, enabling the NHSGGC to flourish and deliver best practice for patients, their families and staff.
3. A key area for Committee oversight will be monitoring the Board's responsibilities in line with the organisation's legal duties towards the population, patients and our staff; in particular the Equality Act 2010 including part 1 of the Fairer Scotland duty 2018, the Human Rights Act 1998 and the Public Sector Equality Duty 2025.
4. The first year of establishment will be a transition year ensuring current oversight of the above legislative requirements continues in a timely manner acknowledging the roles of the Staff Governance Committee and the Population Health and Wellbeing Committee.
5. These responsibilities will transfer to the People Committee from April 2026 and the People Committee will provide assurance to the Board regarding its compliance with relevant areas of legislation.
6. The Terms of Reference for Standing Committees within NHS Greater Glasgow and Clyde (NHSGGC) are created in line with the approach to Active Governance ensuring effective Assurance Operating Requirements.
7. The People Committee is established in accordance with NHS Greater Glasgow and Clyde Board Standing Orders and Scheme of Delegation and is a Standing Committee of the NHS Board.

MEMBERSHIP

8. The Committee membership shall be nominated by the NHS Board Chair and be approved by the NHS Board. Committee membership will consist of Non-Executive Board Members and the Executive Lead (when also an NHS Board Member). Other relevant members of the Executive Leadership team will be expected to attend as required. The Committee

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membership will be subject to review, at least annually and the allocation of Members will be recorded on the Board Members Responsibility template approved by the Board.

- Attendees will be co-opted where relevant to the agenda, to provide subject matter expertise.

CONDUCT OF THE COMMITTEE

- All members will have due regard to and operate within the Board's Standing Orders, Standing Financial Instructions and the Code of Conduct for Members.

CHAIRING THE COMMITTEE

- The NHS Board Chair will Chair the Committee during the transitional year. The Vice Chair of the Committee will then assume the role of Chair. In the event of a Chair of the Committee being unable to attend for all or part of the meeting, the meeting will be chaired by the Vice Chair.

QUORUM

- There are (tbc) Non-Executive Board Members on the Committee. Meetings will be considered quorate when a minimum of 3 Non-Executive Director and two Executive members are in attendance.

FREQUENCY OF MEETINGS

- The Committee will normally meet at least 4 times per year. Additional meetings may be arranged at the discretion of the Chair and depending on publication deadlines.

DECLARATIONS OF INTEREST

- Declarations of Interest will be a standing agenda item. If any member has an interest, pecuniary or otherwise, in any matter, is present at the meeting at which the matter is under discussion, and considers the objective test is met, they will declare that interest as requested at the start of the meeting and shall not participate in the discussions. Should the member consider that the objective test has not been met, they do not require to declare the interest and can participate in the discussion and decisions made. The Chair will have the authority to request that member to withdraw until the Committee's consideration has been completed.

- All declarations of interest will be minuted.

Any actions taken outside the meeting will be reported and minuted at the next available meeting of the Committee.

REMIT OF COMMITTEE

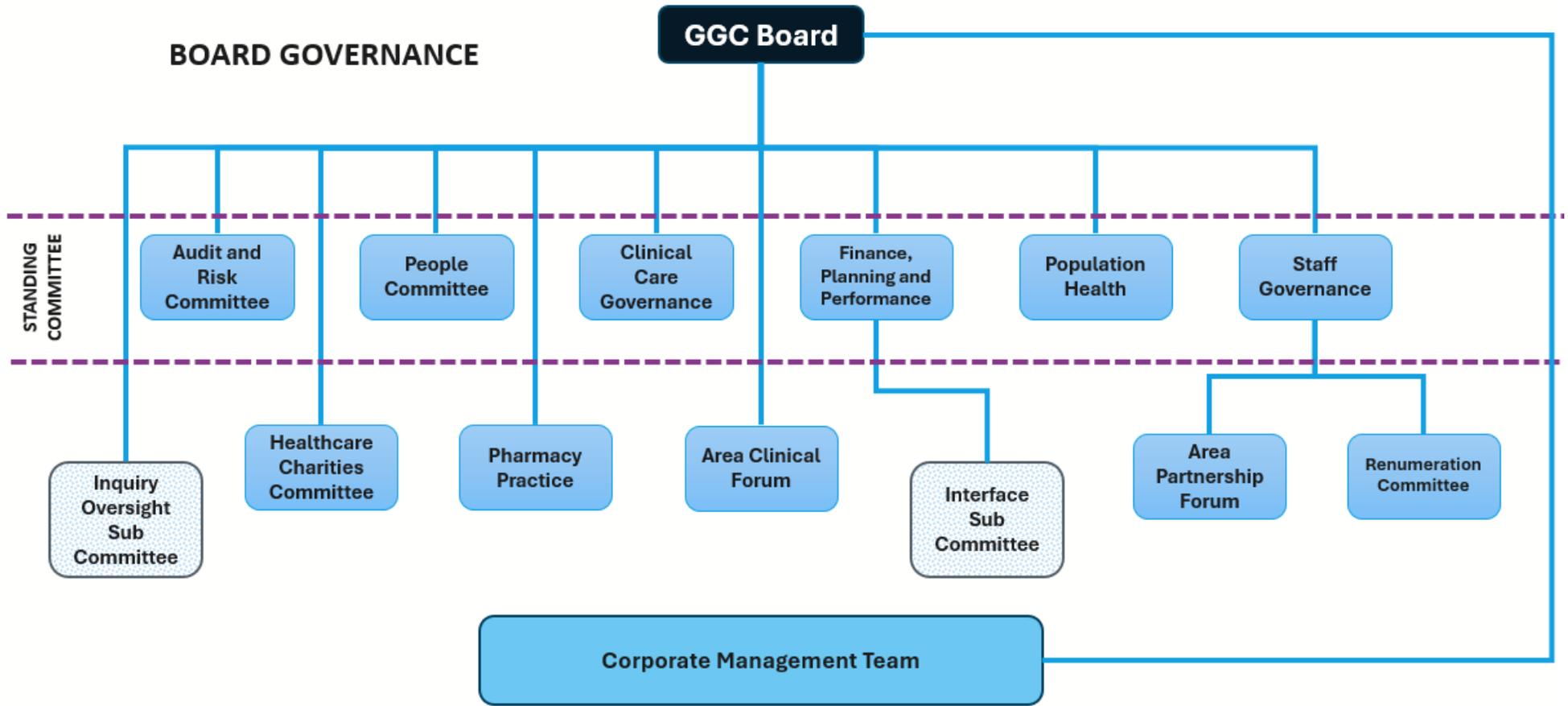
- The remit of the People Committee will evolve through the transitional year acknowledging developing approaches to the reform and renewal agenda to ensure the Committee is fit for purpose.

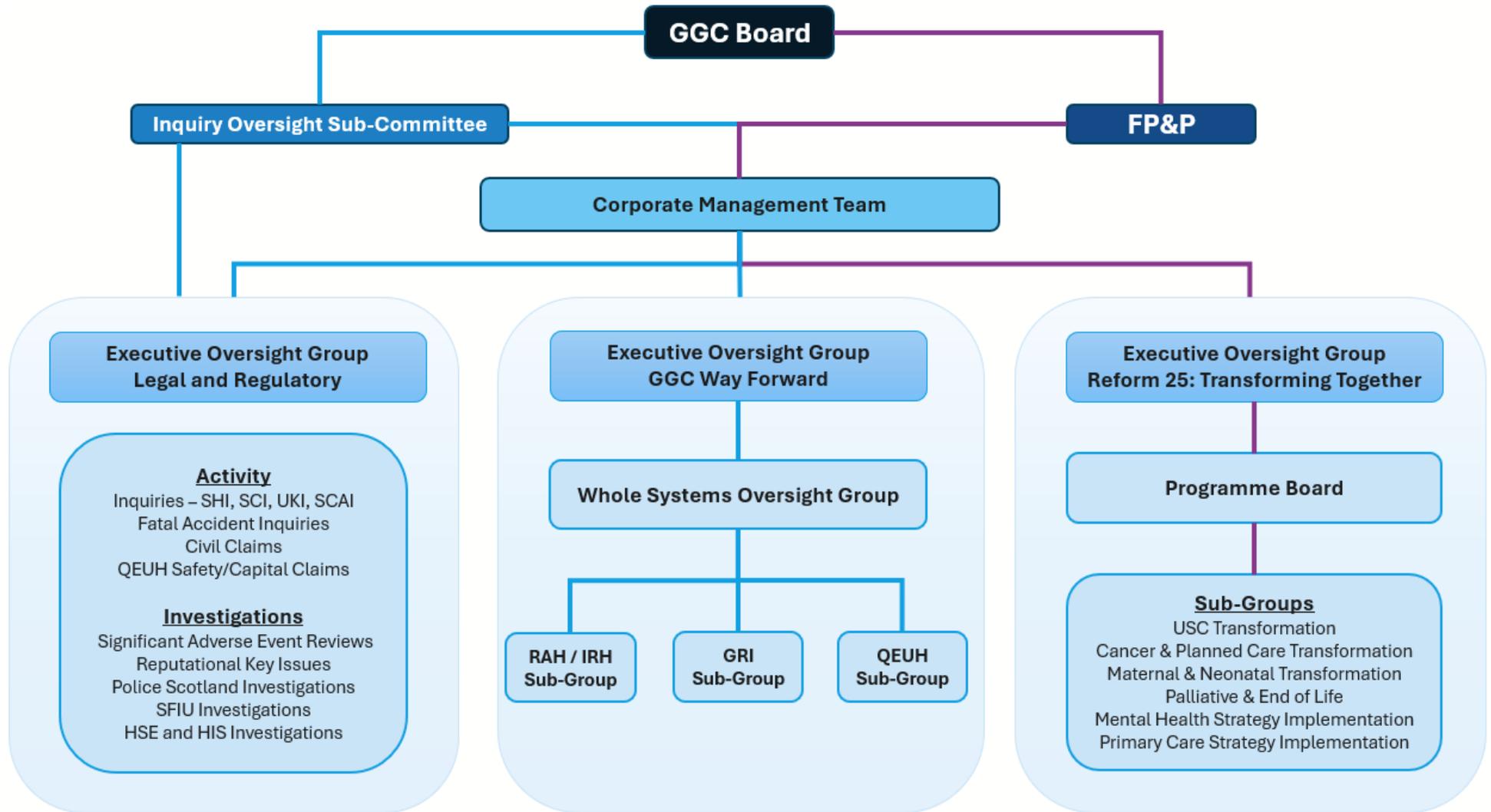
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Key areas of remit:

17. On behalf of the Board the People Committee will lead on ensuring a positive and values-based culture, learning from external and internal scrutiny, recommending specific action.
18. The People Committee will ensure greater levels of awareness and understanding at all levels across the organisation equality, diversity and inclusion agreeing priorities.
19. The People Committee will ensure that all stakeholders, staff and patients understand the values-based approach and how to raise concerns.
20. The People Committee will focus on receiving assurance of the delivery of priorities and legislative requirements
21. The People Committee will provide assurance to the Board on the quality and standards of its approach to data including but not limited to:
 - Service users (access and outcomes)
 - Board Equality and Diversity obligations (policy implementation and action plans)
 - Workforce metrics

Version Control	xx 2025
Author:	Director of Corporate Services and Governance
Responsible Executive Lead:	xx
Approved by:	xx Committee/Board
Approved date:	xx 2025
Date for review:	xx 2025
Replaces previous version:	N/A





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Appendix 3

NHS Greater Glasgow and Clyde Active Governance Programme

Board Members' Responsibilities from 1 May 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 C	1					
Professor Jann Gardner	Chief Executive	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								
Professor Angela Wallace	Nurse Director		1	1										
Mr Colin Neil	Director of Finance	1 LX		1 LX					1 LX					
Other Director				2 IJBCCs (ED & WD)	1 DHROD	2 IJBCCs (ED & Ren)	1 DHROD (LX)		1 DHROD (LX)					
Ms Ann Cameron-Burns	From 01/01/22 To 31/12/25			1	1		1		1 CC					
Professor Iain McInnes	From 01/04/21 To 31/03/26			1										
Dr Lesley Rousselet	From 01/07/21 To 30/06/25		1		1									
Cllr Jacqueline Cameron (Ren)	From 21/06/22 To 30/04/27	1			1									
Cllr Chris Cunningham (GC)	From 08/06/22 To 30/04/27			1										
Cllr Colette McDiarmid (ED)	From 08/06/22 To 30/04/27				1				1					
Cllr Michelle McGinty (WD)	From 08/06/22 To 30/04/27													
Cllr Katie Pragnell (ER)	From 04/07/22 To 30/04/27		1		1				1					
Cllr 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					
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										
Ms Cath Cooney	From 01/07/24 To 30/06/28		1 VC		1 VC					1 C				
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 C						
Mr Graham Haddock	From 01/05/23 To 30/04/27		1				1 (until June)					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								1	
Ms Ketki Miles	From 01/06/20 To 31/05/28			1	1			1 VC	1 CC			1		
Dr Paul Ryan	From 01/06/21 To 31/05/29		1 C	1 VC					1					
Ms Karen Turner	From 01/07/24 To 30/06/28					1 VC		1						
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 VC				
Total Non Executive Board Members	25	6	7	12	12	8	4	8	3	6	TBC	TBC	TBC	2
Total Membership including Executive Board Members and Chair	31	9	11	20	17	13	7	12	4	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
Frequency	Bi-Monthly	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						
Board Members Required	31			8 April 2025		15 April 2025								
Quorum	10			3 June 2025 17 June 2025	3 June 2025	10 June 2025		17 June 2025	26 June 2025		13 May 2025			
Chair/NHS Lead	Dr Lesley Thomson KC													
Vice Chair	Mr David Gould			5 August 2025							19 August 2025			
Membership	As above													
2025/26 Board Dates														
	29 April 2025 9.30 am-2.00 pm			7 October 2025				21 October 2025	23 October 2025					
	24 June 2025* 9.30 am-2.00 pm										4 November 2025			
	26 August 2025 9.30 am-2.00 pm	2 December 2025	2 December 2025	9 December 2025										
	28 October 2025* 9.30 am-2.00 pm							20 January 2026						
	16 December 2025 9.30 am-2.00 pm			10 February 2026					17 February 2026		3 February 2026			
	24 February 2026* 9.30 am-2.00 pm	17 March 2026	3 March 2026						26 March 2026					

** 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
	23 September 2025 9.30 am-12.00 pm
	25 November 2025 10.00 am-4.00 pm
	27 January 2026 9.30 am-12.00 pm
	24 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
	5 August 2025 12.30 pm - 1.30 pm
	7 October 2025 12.30 pm - 1.30 pm
	9 December 2025 12.30 pm - 1.30 pm
	10 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 HI = Head of Health Improvement CPHM = Consultant in Public Health Medicine
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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 Wales Brian Auld Dianne Foy Mehvish Ashraf Ketki Miles Graham Haddock Vacant Vacant Colin Neil
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NHS Greater Glasgow and Clyde Active Governance Programme

Board Members' Responsibilities from 1 April 2025

Board Members	Appointment		Integration Joint Boards							
			East Dunbartonshire	East Renfrewshire	Glasgow City	Inverclyde	Renfrewshire	West Dunbartonshire		
Dr Lesley Thomson KC	From 01/12/23	To 30/11/27								
Professor Jann Gardner	Chief Executive									
Dr Scott Davidson	Medical Director									
Dr Emilia Crighton	Director of Public Health				1					
Professor Angela Wallace	Nurse Director									
Mr Colin Neil	Director of Finance						1			
Other Director										
Ms Ann Cameron-Burns	From 01/01/22	To 31/12/25								
Professor Iain McInnes	From 01/04/21	To 31/03/26								
Dr Lesley Rousselet	From 01/07/21	To 30/06/25								
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		1 L						
Mr Brian Auld	From 01/07/24	To 30/06/28			1 (until end June)					
Ms Elizabeth Cairns	From 01/07/24	To 30/06/28	1 L							1
Mr Martin Cawley	From 01/07/24	To 30/06/28		1	1					
Ms Cath Cooney	From 01/07/24	To 30/06/28		1				1		
Ms Dianne Foy	From 01/07/22	To 30/06/26		1						
Mr David Gould (Vice Chair)	From 01/02/22	To 31/01/26				1 L				
Mr Graham Haddock	From 01/05/23	To 30/04/27			1					
Ms Margaret Kerr	From 01/04/19	To 31/03/27						1 L		
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				
Ms Ketki Miles	From 01/06/20	To 31/05/28			1					
Dr Paul Ryan	From 01/06/21	To 31/05/29			1 L	1				
Ms Karen Turner	From 01/07/24	To 30/06/28				1		1		
Mr Charles Vincent	From 01/02/20	To 31/01/28	1		1					
Ms Michelle Wailes	From 01/06/21	To 31/05/29								1 L
Total Non Executive Board Members	25		3	4	7	4	3	3	3	

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				19 August 2025
18 September 2025	24 September 2025	24 September 2025		19 September 2025	30 September 2025
13 November 2025	19 November 2025	26 November 2025		28 November 2025	25 November 2025
		21 January 2026		30 January 2026	
		18 March 2026		27 March 2026	

¹ Some IJB schedules have still to be finalised