

NHS Greater Glasgow and Clyde	Paper No. 26/130
Meeting:	NHSGGC Board Meeting
Meeting Date:	29 October 2026
Title:	NHSGGC Board Calendar of Meetings 2027/28 and Governance and Board Members' Responsibilities Update
Sponsoring Director/Manager:	Michael Breen, Deputy Chief Executive/Director of Finance
Report Author:	Leanne Law, Senior Business Manager – Corporate Governance

1. Purpose

The purpose of the attached paper is to seek Board approval of the 2027/28 NHSGGC Board and Committee Calendar and to provide assurance that the proposed meeting cycle supports timely scrutiny, escalation and decision making. The paper also provides an update on Board Members' responsibilities.

2. Executive Summary

The paper can be summarised as follows:

NHSGGC Board and Committee Calendar 2027/28

- The proposed 2027/28 Board and Committee Calendar sets out the dates and times for the Board, its Standing Committees, associated Sub Committees and IJB Committees. The proposed meeting cycle is intended to support the timely scrutiny, escalation and consideration of matters by the Board.
- The meeting days for the Finance, Planning and Performance Committee and Audit and Risk Committee have been changed from Thursday to Tuesday.

Governance and Board Members Responsibilities Update

- Since the August 2026 Board meeting, David Gould has accepted his reappointment as Vice Chair of the Board. There have been no other changes to Board Members' responsibilities.

3. Recommendations

The NHS Board is asked to consider the following recommendations:

- Approve the NHSGGC Board and Committee Calendar for 2027/28
- Note the Governance and Board Members' Responsibilities Update

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:

- | | |
|------------------------------------|-------------------------------|
| • Improve Outcomes for People | <u>Positive</u> impact |
| • Health Quality Care & Experience | <u>Positive</u> impact |
| • Digital First Approach | <u>Positive</u> impact |
| • Sustainability and Value | <u>Positive</u> impact |
| • Supported Workforce | <u>Positive</u> impact |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

N/A

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

N/A

8. Date Prepared & Issued

Paper prepared on:	13 October 2026
Paper issued on:	21 October 2026

9. Appendix

- Appendix 1 - NHSGGC Board Calendar of Meetings 2027/28
- Appendix 2 - Governance and Board Members Responsibilities Update

NHS GREATER GLASGOW AND CLYDE
BOARD CALENDAR 2027/28

Meeting		NHSGGC Board Meeting	NHSGGC Board of Trustees	NHS Board Seminar/ Briefing	Area Clinical Forum	Audit & Risk Committee	Clinical & Care Governance Committee	Finance, Planning and Performance Committee	People and Staff Governance Committee	Population Health and Wellbeing Committee	Remuneration Committee	Inquiries Oversight Sub Committee	Corporate Management Team	Healthcare Charities Committee	Charity Finance and Investment Committee
Day		Thursdays	Thursdays	Thursdays	Thursdays	Tuesdays	Thursdays	Tuesdays	Thursdays	Thursdays	TBC	N/A	Mondays	Thursdays	Thursdays
Month	April	29 April 2027 9.30 am-3.30 pm			15 April 2027 2.00 pm-4.00 pm					8 April 2027 1.00 pm-4.00 pm		21 April 2027 2.00 pm - 3.00 pm	5 April 2027 10.45 am - 1.30 pm		
Month	May			13 May 2027 9.30 am-4.00 pm				25 May 2027 9.30 am - 1.00 pm	6 May 2027 9.30 am - 12.30 pm			19 May 2027 2.00 pm - 3.00 pm	3 May 2027 10.45 am am - 1.30 pm	20 May 2027 2.00 pm - 4.00 pm	
Month	June	24 June 2027 9.30 am-3.30 pm	10 June 2027 9.30 am - 10.30 am		17 June 2027 2.00 pm-4.00 pm	1 June 2027 9.30 am-12.30 pm 15 June 2027 9.30 am-12.30 pm	3 June 2027 1.00 pm - 4.00 pm			10 June 2027 1.00 pm-4.00 pm		16 June 2027 2.00 pm - 3.00 pm	7 June 2027 10.45 am - 1.30 pm		10 June 2027 11.00 am-1.00 pm
Month	July	No Board Committees scheduled in July											5 July 2027 10.45 am - 1.30 pm		
Month	August	26 August 2027 9.30 am-3.30 pm			12 August 2027 2.00 pm-4.00 pm			3 August 2027 9.30 am - 1.00 pm	12 August 2027 9.30 am - 12.30 pm			18 August 2027 2.00 pm - 3.00 pm	2 August 2027 10.45 am - 1.30 pm	5 August 2027 2.00 pm - 4.00 pm	19 August 2027 2.00 pm - 4.00 pm
Month	September		2 September 2027 9.30 am - 10.30 am	16 September 2027 9.30 am - 1.00 pm		14 September 2027 9.30 am-12.30 pm	9 September 2027 1.00 pm-4.00 pm	28 September 2026 9.30 am - 1.00 pm				15 September 2027 2.00 pm - 3.00 pm	6 September 2027 10.45 am - 1.30 pm		
Month	October	28 October 2027 9.30 am-3.30 pm		14 October 2027 9.30 am - 1.00 pm	21 October 2027 2.00 pm-4.00 pm					7 October 2027 1.00 pm-4.00 pm		27 October 2027 2.00 pm - 3.00 pm	4 October 2027 10.45 am - 1.30 pm		
Month	November			11 November 2027 9.30 am-4.00 pm				30 November 2026 9.30 am - 1.00 pm	4 November 2027 9.30 am - 12.30 pm		25 November 2027 9:30 am - 12:30 pm	26 November 2027 2.00 pm - 3.00 pm	1 November 2027 10.45 am - 1.30 pm	18 November 2027 2.00 pm - 4.00 pm	
Month	December	16 December 2027 9.30 am-3.30 pm			2 December 2027 2.00 pm-4.00 pm	7 December 2027 9.30 am-12.30 pm	2 December 2027 1.00 pm-4.00 pm					15 December 2027 2.00 pm - 3.00 pm	6 December 2027 10.45 am - 1.30 pm		
Month	January			13 January 2028 9.30 am - 1.00 pm				25 January 2028 9.30 am - 1.00 pm		20 January 2028 1.00 pm-4.00 pm		13 January 2028 2.00 pm - 3.00 pm	10 January 2028 10.45 am - 1.30 pm		13 January 2026 1:30 - 4:00 pm
Month	February	24 February 2028 9.30 am-3.30 pm	17 February 2028 9.30 am - 10.30 am		17 February 2028 2.00 pm-4.00 pm				10 February 2028 9.30 am - 12.30 pm			17 February 2028 2.00 pm - 3.00 pm	7 February 2028 10.45 am - 1.30 pm	3 February 2028 9.30 am-11.30 am	
Month	March	30 March 2028 9.30 am - 1.00 pm		16 March 2028 9.30 am-4.00 pm		7 March 2028 9.30 am-12.30 pm	2 March 2028 1.00 pm-4.00 pm				23 March 2027 9:30 am - 12:30 pm	17 March 2028 2.00 pm - 3.00 pm	6 March 2028 10.45 am - 1.30 pm		

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Board Members' Responsibilities from 1 September 2026																	
Board Members			Appointment		Board Standing Committees						Inquiries Oversight Sub Committee (SubCommittee of Board)	Executive Oversight Group GGC Way Forward Membership TBC	Executive Whole System Oversight Group Membership TBC	Pharmacy Practices Committee	NHSGGC Healthcare Charity		
					Audit and Risk Committee	Clinical and Care Governance Committee	Finance, Planning and Performance Committee	People and Staff Governance Committee	Population Health and Wellbeing Committee	Remuneration Committee					Board of Trustees	Healthcare Charities Committee	Charity Finance and Investment Committee
Dr Lesley Thomson KC	From 01/12/23	To 30/11/27	1	1	1	1	1	1	1 C				1 C	1	1		
Professor Jann Gardner	Chief Executive		1	1	1	1	1	1		1 C			1	1	1		
Mr Michael Breen	Director of Finance/Deputy Chief Executive		1 LX		1 LX								1 LX		1 LX		
Dr Scott Davidson	Medical Director			1 LX		1							1	1 LX			
Dr John O'Dowd	Interim Director of Public Health					1	1 LX						1				
Professor Angela Wallace	Nurse Director			1									1				
Other Director					2 IJB COs (ED & WD)	1 DHRD (LX) 3 IJB CO (GC, Inv, WD)	2 IJB COs (ED & Ren)	1 DHRD (LX)									
Ms Ann Cameron-Burns	From 01/01/22	To 31/12/29			1	1 VC		1					1	1			
Dr Morven McElroy	From 01/07/25	To 30/06/29		1	1	1							1	1			
Vacant (University representative)																	
Cllr Jacqueline Cameron (Ren)	From 21/06/22	To 30/04/27	1		1	1	1						1				
Cllr Chris Cunningham (GC)	From 08/06/22	To 30/04/27			1								1				
Cllr Colette McDiarmid (ED)	From 25/06/26	To 24/06/30			1	1							1				
Cllr Michelle McGinty (WD)	From 08/06/22	To 30/04/27			1	1							1				
Cllr Katie Pragnell Lees (ER)	From 04/07/22	To 30/04/27		1	1	1							1	1			
Cllr Robert Moran (INV)	From 22/07/24	To 30/06/28			1	1	1	1					1				
Ms Mehvish Ashraf	From 09/01/23	To 08/01/27			1	1 VC							1				
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						1	1			
Mr Martin Cawley	From 01/07/24	To 30/06/28			1								1	1 C	1		
Ms Cath Cooney	From 01/07/24	To 30/06/28		1 VC	1	1 C							1				
Giovanni D'Alessio	From 18/08/25	To 17/08/29		1	1								1	1			
Ms Dianne Foy	From 01/07/22	To 30/06/30		1	1	1	1						1				
Mr David Gould (Vice Chair)	From 01/02/22	To 31/01/30		C	1	1	1	1 C	1				1	1			
Mr Graham Haddock OBE	From 01/05/23	To 30/04/27		1	1						1		1	1			
Ms Margaret Kerr	From 01/04/19	To 31/03/27	1 VC	1	1 C				1				1				
Mr Jamie Kinloch BEM	From 25/08/25	To 24/08/29			1		1						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							1				
Ms Ketki Miles	From 01/06/20	To 31/05/28			1	1	1	1 VC		1			1				
Dr Paul Ryan	From 01/06/21	To 31/05/29		1	1 VC	1			1		1		1		1		
Ms Karen Turner	From 01/07/24	To 30/06/28		1	1		1 VC						1				
Mr Charles Vincent	From 01/02/20	To 31/01/28	1		1		1 C						1				
Ms Michelle Wailes	From 01/06/21	To 31/05/29	1 C		1			1					1	1 VC	1 C		
Total Non Executive Board Members			27	6	9	26	15	9	4	3	TBC	TBC	2	26	10	4	
Total Membership including Executive Board Members and Chair			33	9	13	31	24	14	7	4				32	14	7	
No of Meetings				5	4	6	4	4	4	12				4	4	3	
Quorum				3	3	10	7	3	3					5	3		

Board			Board Standing Committees						Inquiries Oversight Sub Committee (SubCommittee of Board)	Executive Oversight Group GGC Way Forward	Executive Whole System Oversight Group	Pharmacy Practices Committee	Board of Trustees	Healthcare Charities Committee	Charity Finance and Investment Committee	
			Audit and Risk Committee	Clinical and Care Governance Committee	Finance, Planning and Performance Committee	People and Staff Governance Committee	Population Health and Wellbeing Committee	Remuneration Committee								
			9.30 am-12.30 pm	2.00 pm-5.00 pm	1.00 pm-4.00 pm	9.30 am-12.30 pm	2.00 pm-5.00 pm	9.30 am-11.30 am	Start time varies	Dates TBC	Dates TBC	Meetings arranged when required		2.00 pm-4.00 pm	TBC	
Frequency	Bi-Monthly						23 April 2026	27 May 2026	24 March 2026							
Board Members Required	31				28 May 2026	7 May 2026			22 April 2026					7 May 2026		
Quorum	10		4 June 2026 18 June 2026	4 June 2026			18 June 2026	9 July 2026	21 May 2026							
Chair/NHS Lead	Dr Lesley Thomson KC								23 June 2026				11 June 2026			
Vice Chair	Mr David Gould				6 August 2026 (9.30 am-12.30 pm)	20 August 2026							25 June 2026	6 August 2026		
Membership	As above		3 September 2026	10 September 2026	24 September 2026				18 August 2026							
2026/27 Board Dates	30 April 2026	9.30 am-3.30 pm					22 October 2026		23 September 2026							
	25 June 2026	9.30 am-3.30 pm			26 November 2026	19 November 2026		10 December 2026	21 October 2026			15 October 2026	5 November 2026		03 September 2026	
	27 August 2026	9.30 am-3.30 pm	3 December 2026	3 December 2026					18 November 2026							
	29 October 2026	9.30 am-4.15 pm			28 January 2027		21 January 2027		15 December 2026						19 November 2026	
	17 December 2026	9.30 am-3.30 pm				11/02/2027 (2.00 pm - 5.00 pm)		11 March 2027	13 January 2027				4 February 2027			
	25 February 2027	9.30 am-3.30 pm	4 March 2027	11 March 2027	25/03/2027				17 February 2026			18 February 2027			16 February 2026	
Endowments Management Committee Board of Trustees**			11 June 2026 25 June 2026 15 October 2026 18 February 2027	9.30 am-10.30 am 9.15 am-9.45 am 9.30 am-10.30 am 9.30 am-10.30 am	** 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											
2026/27 Board Seminar Dates			14 May 2026 13 August 2026 17 September 2026 12 November 2026 14 January 2027 18 March 2027	9.30 am-4.00 pm 9.30 am-1.00 pm 1.30 pm-4.00 pm 10.00 am-4.00 pm 9.30 am-12.00 pm 10.00 am-4.00 pm	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 Giovanni D'Alessio Michael Breen											
Key			C CC VC L LX DHRD DEF DCPE COO IJB CO	Chair Co-Chair Vice Chair Lead Lead Executive Interim Director of Human Resources and Organisational Development Development Director of Estates and Facilities Interim Director of Communications and Public Engagement Deputy Chief Executive/Chief Operating Officer Acute IJB Chief Officer												
IJB Leads Network			1 June 2026 1 December 2026	10.00 am-11.00 am 2.00 pm-3.00 pm												

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IJB Membership from 1 May 2026

Board Members	Appointment	
Dr Lesley Thomson KC	From 01/12/23	To 30/11/27
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 25/06/26	To 24/06/30
Cllr Michelle McGinty (WD)	From 08/06/22	To 30/04/27
Cllr Katie Pragnell Lees (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 30/06/30
Mr David Gould (Vice Chair)	From 01/02/22	To 31/01/30
Mr Graham Haddock OBE	From 01/05/23	To 30/04/27
Ms Margaret Kerr	From 01/04/19	To 31/03/27
Jamie Kinloch BEM	From 25/08/25	To 24/08/29
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	25	

Notes
* This will be effective from September 2026

Integration Joint Boards					
East Dunbartonshire	East Renfrewshire	Glasgow City	Inverclyde	Renfrewshire	West Dunbartonshire
	1 L				
1 L					1
	1	1			
	1			1	
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		1			
		1	1		
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					1 L
3	4	8	4	4	3

Integration Joint Boards*					
East Dunbartonshire	East Renfrewshire	Glasgow City	Inverclyde	Renfrewshire	West Dunbartonshire
22 January 2026 9.30 am	28 January 2026 10.00 am	21 January 2026 9.30 am		30 January 2026 10.00 am	27 January 2026 2.00 pm
19 March 2026 9.30 am	25 March 2026 11.00 am	18 March 2026 9.30 am	23 March 2026 2.00 pm	27 March 2026 10.00 am	24 March 2026 2.00 pm
		13 May 2026 9.30 am	11 May 2026 2.00 pm		26 May 2026 2.00 pm
25 June 2026 (TBC) 9.30 am	23/06/2026 2.30 pm	24 June 2026 9.30 am	22 June 2026 2.00 pm	19 June 2026 10.00 am	
	12 August 2026 10.00 am				18 August 2026 2.00 pm
	23 September 2026 11.00 am	23 September 2026 9.30 am		18 September 2026 10.00 am	29 September 2026 2.00 pm
	18 November 2026 11.00 am	25 November 2026 9.30 am		27 November 2026 10.00 am	24 November 2026 2.00 pm
	27 January 2027 10.00 am	20 January 2027 9.30 am		29 January 2027 10.00 am	
	24 March 2027 11.00 am	17 March 2027 9.30 am		19 March 2027 10.00 am	

*Some IJB schedules have still to be finalised