

NHS Greater Glasgow and Clyde	Paper No. 25/156
Meeting:	NHSGGC Board Meeting
Meeting Date:	18 December 2025
Title:	People Committee Terms of Reference
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 the Board with the approved People Committee terms of reference for information.

2. Executive Summary

The Development of the People Committee was formally approved by the Board in April 2025 and held its first meeting in May 2025. The Committees remit centres on addressing organisational inequalities and strengthening our culture. Since its establishment, significant progress has been made in this space, including a dedicated development session focussed on the refining and confirming the Committee's priority areas for the year ahead.

3. Recommendations

The Board is asked to:

- Note the terms of reference.

4. Response Required

This paper is presented for awareness.

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 and approved by the People Committee.

7. Governance Route

People Committee – 20 May 2025

People Committee - 25 September 2025

8. Date Prepared & Issued

Prepared on: 4 December 2025

Issued on: 10 December 2025

NHS Greater Glasgow and Clyde



**People Committee
Terms of Reference**

1. Introduction

- 1.1 The Terms of Reference for Standing Committees within NHS Greater Glasgow and Clyde (NHS GGC) are created in line with the approach to Active Governance ensuring effective Assurance Operating Requirements.
- 1.2 The People Committee (PC) is established in accordance with NHS Greater Glasgow & Clyde NHS Board Standing Orders and Scheme of Delegation.
- 1.3 The Standing Orders for the Proceedings and Business of the NHS Board shall apply, where relevant, to the conduct of business of all Standing Committees of the NHS Board.
- 1.4 The overall purpose of the People Committee is to shape the culture of the organisation in line the Board's core values and principles of Listening, Learning, Transforming Together 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 colleagues.
- 1.5 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 colleagues; 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.
- 1.6 The first year of establishment will be a transition year ensuring current oversight of the above legislative requirements, including reference to the NHS Reform (Scotland) Act 2004, continues in a timely manner acknowledging the roles of the Staff Governance Committee and the Population Health and Wellbeing Committee.
- 1.7 These responsibilities will transfer to the People Committee, and the People Committee will provide assurance to the Board regarding its compliance with relevant areas of legislation. Timescales for this have to be confirmed.

2. Membership

- 2.1 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 membership will be subject to review, at least annually

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and the allocation of Members will be recorded on the Board Members Responsibility template approved by the Board.

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

3. Conduct of the Committee

- 3.1 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.

4. Chairing the Committee

- 4.1 The NHS Board Chair will Chair the Committee during the transitional year. The Vice Chair of the Committee will take a lead role in committee development including the approach to culture, then assume the role of Chair. In the event of the Chair of the Committee being unable to attend for all or part of the meeting, the meeting will be chaired by the Vice Chair.

5. Quorum

- 5.1 There are 12 Non-Executive Board Members on the Committee. Meetings will be considered quorate when a minimum of 6 Non-Executive Directors and two Executive members are in attendance.

6. Frequency Of Meetings

- 6.1 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.

7. Declarations Of Interest

- 7.1 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.
- 7.2 All declarations of interest will be minuted.
- 7.3 Any actions taken outside the meeting will be reported and minuted at the next available meeting of the Committee.

8. Remit Of Committee

8.1 The remit of the People Committee will evolve through the transitional year acknowledging developing approaches with Transforming Together and GGC Way Forward to ensure the Committee is fit for purpose. The overall remit remains high level at this stage

8.2 Key areas of remit:

1. 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 and measuring impact.
2. The People Committee will ensure greater levels of awareness and understanding at all levels across the organisation equality, diversity and inclusion agreeing priorities.
3. The People Committee will ensure that all stakeholders, our colleagues and patients understand the values-based approach, including reflection and listening, and how to raise concerns.
4. The People Committee will focus on receiving assurance of the delivery of priorities and legislative requirements, improvement opportunities, during a period of rapid transformative change.
5. 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	25 September 2025
Author:	Director of Corporate Services and Governance
Responsible Executive Lead:	Director of Corporate Services and Governance
Approved by:	People Committee
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Replaces previous version:	N/A