

NHS Greater Glasgow and Clyde	Paper No. 25/151
Meeting:	NHSGGC Board Meeting
Meeting Date:	18 December 2025
Title:	Key Updates from Standing Committee
Sponsoring Director:	Dr Lesley Thomson KC, Chair of NHSGGC
Report Author:	Ms Kim Donald, Corporate Services Manager and Governance

1. Purpose

The purpose of this paper is to provide an update on the key information shared with our Standing Committees since our last Board Meeting to ensure transparency in discussion across our committees and the decisions made as appropriately delegated in line with the Scheme of Delegation. This paper is in addition to the Standing Committee reports shared with each Board outlining topics of discussion. The paper will pull main topics of discussion for transparency and will not include all standing committees, which will be covered in the Standing Committee Chair's Reports. The paper will expand on agenda items that would be considered in the public interest to further increase transparency of our discussions and decisions.

2. Executive Summary

The paper summarises the key updates shared with:

- People Committee – 20 November 2025
- Audit and Risk Committee – 2 December 2025
- Finance Planning and Performance Committee – 11 December 2025

3. Recommendations

The Board is asked to note the information shared with our Standing Committees.

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 by the Chair and the Director of Corporate Services and Governance.

7. Governance Route

N.A

8. Date Prepared & Issued

Prepared on: 4 December 2025

Issued on: 10 December 2025

Key Standing Committee Updates December 2025

1. People Committee – 20 November 2025

The Committee received an update following the People Committee Development Session held on 3 October 2025. The purpose of the development was to provide the Committee with dedicated time to reflect on its remit, consider the emerging challenges, and collectively agree a set of priorities to guide its work moving forward. The session also focussed on how the Committee can strengthen its oversight arrangements, particularly in relation to monitoring progress, ensuring accountability for agreed actions, and maintaining visibility of key cultural risks and opportunities. Through facilitated discussion, members reviewed current areas of focus, assessed alignment with the organisation's objectives, and identified where additional attention or assurance was required. The Committee were content to approve the priorities from the session. Members noted the importance of maintaining momentum and agreed that the priorities would be revisited regularly.

The Committee received an update on the current PDP trajectory, noting both the progress made to date and the areas requiring continued focus. Members acknowledged that the effectiveness of the PDP process relied heavily on the quality of the conversation taking place. In this context, the Committee emphasised the importance of ensuring that PDP conversations remain meaningful, developmental and aligned to individual and organisational goals. The update also included ongoing work to improve how PDP quality and completion are measured.

The Committee also received an update on the actions being taken by the Board to ensure compliance with the recent Supreme Court ruling relating to the definition of sex as set out in the Equality Act 2010. The Committee acknowledged that national guidance was awaited.

2. Audit and Risk Committee – 2 December 2025

The Committee received the updated FOI Policy, along with the Fraud Policy and associated Fraud Response Plan, for approval under the authority delegated by the Board within the Scheme of Delegation. Members reviewed the policies in detail and were satisfied that they remained aligned with the legislative requirements, best practice and the organisation's internal control environment. The Committee approved the documents, noting the importance of communication to support staff in their awareness of their responsibilities across these areas.

The Committee also considered the latest Internal Audit reports, including progress against the previously agreed management actions. Members discussed the status of outstanding actions and emphasised the importance of timely updates and continued focus to ensure all actions are delivered and embedded effectively.

In addition, the Committee had the opportunity to review the draft External Audit report. Early sight of the emerging findings enabled members to discuss key themes and areas of focus.

3. Finance Planning and Performance Committee – 11 December 2025

In line with an action arising from the Corporate Risk Register at the October meeting, the Committee received an update on medicines costs to provide assurance on current expenditure trends, cost pressures and the effectiveness of mitigation measures in place. The update highlighted the key drivers influencing medicines spend and outlined the steps being taken to manage financial risk while maintaining safe and effective patient care.

The Committee also received a detailed presentation on the emerging 2026/27 Finance Plan. This included an overview of projected income and expenditure, anticipated pressures and strategic priorities informing financial planning assumptions. Members had the opportunity to explore the underpinning financial scenarios, question the robustness of the planning approach, and consider implications for organisational sustainability.

4. Recommendations

The Board is asked to note this update on the range of discussions held within the Standing Committees in line with the Scheme of Delegation.