

PC(M)25/03
Minutes 16-25



NHS GREATER GLASGOW AND CLYDE

**Minute of the Meeting of the People Committee
held on Thursday 25 September 2025 at 10.00 am
via Microsoft Teams and in the Board Room, JB Russell House**

PRESENT

Ms Cath Cooney (in the Chair)

Ms Mehvish Ashraf	Dr Morven McElroy
Mr Brian Auld	Dr Becky Metcalfe
Cllr Jacqueline Cameron	Ms Ketki Miles
Dr Emilia Crighton	Cllr Colette McDiarmid
Ms Dianne Foy	

IN ATTENDANCE

Ms Sandra Bustillo	Director of Communications and Public Engagement
Dr Scott Davidson	Medical Director
Ms Gillian Duncan	Corporate Services Business Manager (Minutes)
Ms Katrina Heenan	Chief Risk Officer
Ms Natalie Smith	Interim Director of Human Resources and Organisational Development
Mr Liam Spence	Head of Staff Experience
Mr Pat Togher	Chief Officer, Glasgow City HSCP
Ms Elaine Vanhegan	Director of Corporate Services and Governance

			Action By
16.	Introductory Remarks, Welcome and Apologies		
	<p>The Committee Vice Chair, Ms Cath Cooney, welcomed those present to the first meeting of the People Committee. Apologies were noted on behalf of Ms Ann-Cameron Burns, Professor Jann Gardner, Ms Kate Rocks, Dr Lesley Thomson KC and Professor Angela Wallace.</p> <p>The Vice Chair welcomed Dr Morven McElroy and Mr Pat Togher to the People Committee. She also welcomed Mr Colin Grieve from NHS Fife who was observing the meeting.</p>		

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	<p>The Vice Chair said that there had been significant activity since the first meeting of the Committee in May and the Vice Chair had been pleased to note that at the recent Scottish Government Annual Review the People Committee had been noted as a key development as part of the NHSGGC Transforming Together Programme. A development session was taking place on Friday 3 October 2025 which would focus on establishing a shared perspective on the purpose, priorities and ways of working for the Committee.</p> <p><u>NOTED</u></p>		
17.	Declarations(s) of Interest(s)		
	<p>The Chair invited members to declare any interests in any of the matters being discussed. Ms Miles declared an interest in the Supreme Court update, but it was agreed that this would not preclude her from the discussion.</p> <p><u>NOTED</u></p>		
18.	Urgent Items of Business		
	<p>The Chair invited Committee Members to highlight any urgent items of business. There were no urgent items raised.</p> <p><u>NOTED</u></p>		
19.	Minutes of Previous Meetings		
	<p>The Committee considered the minute of the meeting held on 20 May 2025 [PC(M)25/01] and the update meeting held on 13 August 2025 [PC(M)25/02] and were content to approve the minutes as a full and accurate record of the meeting.</p> <p><u>APPROVED</u></p>		
20.	Matters Arising		
	<p>a) Rolling Action List</p> <p>The Committee considered the item detailed on the Rolling Action List [Paper 25/03] and noted that the updated Terms of Reference were on the agenda for the meeting and this item could therefore be closed.</p>		

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	<p>The Committee were content to approve the Rolling Action List.</p> <p><u>APPROVED</u></p>		
21.	Committee Governance – Terms of Reference		
	<p>The Committee considered the Committee Governance – Terms of Reference [Paper 25/04] presented by Ms Elaine Vanhegan, Director of Corporate Services and Governance, for approval.</p> <p>Ms Vanhegan advised that the Terms of Reference had been considered in detail at the May meeting of the Committee where a number of comments had been made which had been taken forward and adopted into the revised document. It was acknowledged that this was a transition year, and the Terms of Reference would be reviewed again in the spring of 2026. Ms Vanhegan also noted that the Development Session on Friday would consider some of the issues raised around training and information.</p> <p>In response to a query, Ms Smith said that the culture hackathon would ensure wide representation from across the system. She said that external representation had not been discussed but she would take this away as a consideration.</p> <p>The Committee were content to approve the Terms of Reference subject to updating the reference to “Way Forward” at paragraph 1.4 to “Transforming Together”. It was noted that the Terms of Reference would receive final approval at the Board Meeting in December which would include an update on the Development Session and Culture Hackathon.</p> <p><u>APPROVED</u></p>		Ms Vanhegan
22.	Corporate Risk Register		
	<p>The Committee considered the Corporate Risk Register [Paper 25/05] presented by Ms Katrina Heenan, Chief Risk Officer, for approval.</p> <p>Ms Heenan said that following the creation of the People Committee, the risk on “positive, engaging and diverse culture” had been reassigned from the Staff Governance Committee to the People Committee. This risk had been reported to the Staff Governance Committee in August 2025 and no changes to the risk score had been proposed.</p>		

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	Ms Smith said that since the report had been written the development programme budget had now been signed off with 40 people enrolled across two cohorts, the first cohort having commenced at the beginning of September.		
	The Committee were content to approve the Corporate Risk Register.		
	<u>APPROVED</u>		
23.	NHSGGC Culture Audit Assessment – Phase 1		
	<p>The Committee considered the NHSGGC Culture Audit Assessment – Phase 1 [Paper 25/05] presented by Ms Natalie Smith, Interim Director of Human Resources and Organisational Development, for assurance.</p> <p>Ms Smith introduced the NHSGGC culture audit, setting out the strategic context and invited Mr Liam Spence, Head of Staff Experience, to provide a short presentation which set out the key strengths and challenges and Ms Smith concluded with the recommendations for next steps.</p> <p>In response to a query about incentivising greater engagement and ensuring that staff were confident that this would result in changes, Ms Smith said that there was a working group leading on culture work that Ms Bustillo, Director of Communications and Public Engagement, was part of. It was also noted that she would be seeking staff to attend the Culture Hackathon to ensure there was a broad range of areas and grades in attendance as well as seeking representation from the BME, LGBTQ+ and Disability Fora.</p> <p>Ms Smith clarified that the PDP&R data only referred to Agenda for Change staff. Under the new NHS Scotland policy there was a requirement to report on bank staff and discussions were taking place on how best to ensure this. It was noted that medical staff were required to have appraisals and these were already monitored, providing assurance that these were taking place.</p> <p>Mr Spence said that iMatter was a national survey for all NHS Boards which enabled the Scottish Government to track and follow trends. He said that this provided feedback from 27,000 staff which was statistically a good basis for discussion on what is important to staff and there was a mechanism in place to feedback any organisation issues which would inform a Board wide iMatter plan.</p> <p>Ms Bustillo said that there was more thought being given on how digital communication could be used more effectively, recognising the</p>		

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	<p>challenges of a single communication to staff working in different disciplines in services that run 24/7.</p> <p>The work within Glasgow City HSCP around culture and diversity was described and the Vice Chair said that it would be important to hear from all Chief Officers about this as it was key to developing the whole system approach.</p> <p>Ms Smith acknowledged the concerns raised about the funding for Investors in People and agreed to have an offline discussion with the Vice Chair to provide further detail and assurance.</p> <p>Ms Ashraf noted her attendance at the South Asian Heritage month event. She raised concerns about the impact of divisiveness on patients and staff and whether these experiences were being fully captured through impact and actions.</p> <p>The Vice Chair acknowledged that the impact from the Islamophobia session that had taken place last summer with NHS Lanarkshire should be part of the People Committee space and this would be taken forward. In response to a query about diversity in leadership, Mr Spence provided details on appointments made from BME backgrounds and provided assurance on the Anti-Racism strategy for this, acknowledging that this would take time to change in staff groups with lower turnover rates.</p> <p>Ms Smith said that there had been a discussion at the Workforce Equality Group about hate crime reporting and making it easier to report these to Police Scotland. She said that it was important to ensure that these were reported to DATIX and there would be more targeted work to encourage speaking up and incident reporting. Mr Spence added Police Scotland would be attending the BME Network Forum in November.</p> <p>The Vice Chair said that she had attended the Police Scotland session on hate crime at the recent EDI conference and there was considerable learning around this important topic. Speak Up was also an agenda item at the Board Seminar on 13 November 2025.</p> <p>The Committee were assured by the update.</p> <p><u>ASSURED</u></p>		Ms Smith
24.	Supreme Court Ruling – Actions Update		
	The Committee considered the Supreme Court Ruling – Actions Update [Paper 25/06] presented by Ms Natalie Smith, Interim Director of Human		

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	<p>Resources and Organisational Development, for assurance.</p> <p>Ms Smith invited Mr Spence to provide a short overview of the paper. Mr Spence said that following the verbal update at the August meeting, they were continuing to work through the recommendations with the Central Legal Office (CLO). He reported that the audit of current facilities had been completed and any subsequent actions following release of the statutory guidance would be completed quickly. Ms Smith provided assurance that NHSGGC was currently following the guidance as it stood.</p> <p>Mr Spence said that communications to staff had been clear and supportive, providing contact details to discuss any concerns and ensuring that managers were able to access appropriate support to be able to respond quickly to any situations that may arise.</p> <p>The Committee were assured by the report noting regular updates would be provided to this Committee as well as the Directors Group.</p> <p><u>ASSURED</u></p>		
25.	Closing Remarks and Key Messages for the Board		
	<p>The Vice Chair provided an overview of the discussion and advised that a Chair's Report would be prepared for the NHS Board meeting on 30 October 2025 along with the updated Terms of Reference for the Committee. She thanked the Committee for their attendance and closed the meeting.</p> <p><u>NOTED</u></p>		
26.	Date of Next Meeting		
	<p>The next meeting would be held on Thursday 20 November 2025 at 10.00 am hybrid and via MS Teams.</p>		