

NHS Greater Glasgow and Clyde	Paper No. 26/55
Paper Title:	Standing Committee Chair's Board Report
Meeting:	NHSGGC Board Meeting
Date of Meeting:	30 April 2026
Purpose of Paper:	For Assurance
Classification:	Board Official
Name of Reporting Committee:	People and Staff Governance Committee
Date of Reporting Committee:	Not Applicable
Committee Chairperson:	Cath Cooney, Chair

1. Purpose of Paper

- 1.1 The purpose of this paper is to inform the NHS Greater Glasgow and Clyde (NHSGGC) Board on the current position relating to the merging of the People Committee and Staff Governance Committee.

2. Recommendation:

- 2.1 The Board is asked to note the key highlights set out below and seek further assurance as required.

3. Key Highlights:

- 3.1 In early 2025, NHSGGC established the People Committee to provide enhanced focus on Organisational Culture and Equality, Diversity and Inclusion. As this work progressed, the Board agreed to streamline governance arrangements by merging the People Committee and the Staff Governance Committee into a single People and Staff Governance Committee, effective from April 2026. The overall purpose of the Committee is to shape the culture of the organisation in line with the Board's core values and principles of Listening, Learning, Transforming Together and those of realistic medicine; provide assurance to the NHS Board that NHS Greater

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Glasgow and Clyde meets its obligations in relation to staff governance under the National Health Service Reform (Scotland) Act 2004 and the Staff Governance Standard ('the Standard'); and oversee the adherence to Equality legislation. 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 NHSGGC to flourish and deliver best practice for patients, their families and staff.

- 3.2 Helpful discussions have taken place between the Committee Chair, Co-Vice Chairs, the Interim Director of Human Resources and Organisational Development, the Board Secretary and the Staff Experience Team supporting the Committee to establish roles and working practices.
- 3.3 A Draft Cycle of Business for 2026/27 and Draft Agenda for the Committee's first meeting were circulated to the Committee Chair and Co-Vice-Chairs in early April 2026, with a formal Agenda Setting meeting taking place on 16 April 2026.
- 3.4 Committee reports are being finalised for issue on 30 April 2026, ahead of the Committee's first meeting on 7 May 2026.
- 3.5 From the August 2026 meeting of the Committee onwards, it is planned to include a "Staff Story" video to highlight the staff voice in a similar way to the "Patient Story" that is shown at the full Board. Discussions on the exact format of this are ongoing.
- 3.6 For information, the Draft Agenda for the 7 May 2026 meeting is included as Appendix 1 and the Draft Cycle of Business 2026/27 is included as Appendix 2.

4. Issues for referral to other Standing Committees or escalation to the NHS Board:

There are no issues for referral to other Standing Committees.

5. Date of Next Meeting:

The date of the first meeting of the new combined People and Staff Governance Committee is 7 May 2026, commencing at 9.30 am.

Meeting of the People and Staff Governance Committee

Thursday 7 May 2026 at 9.30am

JB Russell House Board Room and MS Teams

**AGENDA****Chair: Cath Cooney**

1	Welcome and Apologies	Awareness	
2	Declarations of Interest(s) To invite People and Staff Governance Committee members to declare any interest(s) in relation to the agenda items to be discussed	Assurance	
3	Minutes of Previous Meeting <ul style="list-style-type: none"> Minutes of Staff Governance Committee held on 12 February 2026 Minutes of People Committee held on 19 February 2026 	Approval	SGC(M)25/04 Pages PC(M)25/04 Pages
4	Matters Arising <ul style="list-style-type: none"> People and Staff Governance Committee Rolling Action List 	Approval	Paper 26/01 Page
5	Urgent Items of Business	Awareness	
6	People and Staff Governance Committee Terms of Reference Cath Cooney, Chair	Approval	Paper 26/ Pages

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	MATTERS DIRECTLY RELATED TO THE STAFF GOVERNANCE STANDARD		
7	Assurance Presentations Local Compliance with Staff Governance Standard <ul style="list-style-type: none"> Acute Services, Russell Coulthard, Deputy Chief Operating Officer Nursing Directorate, Professor Angela Wallace, Executive Director of Nursing 	Assurance	Paper 26/02 Pages Presentations
8	Staff Engagement		Paper 26/ Pages
8a	Internal Communications and Employee Engagement Strategy 2025/26 Update	Assurance	
8b	Internal Communications and Employee Engagement Strategy 2026/27 Proposal Liam Spence, Head of Staff Experience and Neil Mcseveny, Deputy Director of Communications	Approval	
9	Safety, Health and Wellbeing Freddie Warnock, Head of Health and Safety and John Somerville, Head of Occupational Health	Assurance	Paper 26/ Pages
10	Annual Board Reports 2025/26 (for onward submission to the Board on 25 June 2026) <ul style="list-style-type: none"> Staff Governance Committee Annual Report People Committee Annual Report Natalie Smith, Interim Director of Human Resources and Organisational Development	Approval	Paper 26/ Pages Paper 26/ Pages

OFFICIAL SENSITIVE

	WORKFORCE STRATEGY REPORTS THAT SUPPORT COMPLIANCE WITH STAFF GOVERNANCE STANDARD		
11	Workforce Strategy 2025-30: Phase One Action Plan, Equalities Update and People Committee Development Plan Dr Mathew Pay, Head of HR – Strategic Development and Liam Spence, Head of Staff Experience	Assurance	Paper 26/ Pages
12	Culture Programme Update Natalie Smith, Interim Director of Human Resources and Organisational Development	Assurance	Paper 26/ Pages
13	Medical Revalidation Dr Scott Davidson, Medical Director and Professor Colin McKay, Deputy Medical Director (Corporate Services)	Assurance	Paper 26/ Pages
	OTHER RELEVANT REPORTS		
14	Board Appeals Update Nic Bailey, Interim Deputy Director of Human Resources	Assurance	Paper 26/ Pages
15	Bullying and Harassment Update Nic Bailey, Interim Deputy Director of Human Resources	Assurance	Paper 26/ Pages
16	Staff Governance Workforce Performance Report Craig Rennie, Workforce Planning & Information Manager	Assurance	Paper 26/ Pages
17	Extract of the Corporate Risk Register: Human Resources Katrina Heenan, Chief Risk Officer	Approval	Paper 26/ Pages

OFFICIAL SENSITIVE

18	Area Partnership Forum Report Ann Cameron-Burns, Employee Director	Awareness	Paper 26/ Pages
19	Cycle of Business 2026/2027 Liam Spence, Head of Staff Experience	Awareness	Paper 26/ Pages
20	Closing Remarks and Key Messages to the Board Cath Cooney, Chair	Awareness	Verbal
Date of Next Meeting: 20 August 2026 at 9.30am			

Committee Annual Cycle of Business – 2026/27

People and Staff Governance Committee



Corporate Objective alignment

Better Care

- **COBC6** To provide a safe environment and appropriate working practices that minimise the risk of injury or harm to our patients and our people.

Better Workplace

- **COBW15** To ensure our people are treated fairly and consistently, with dignity and respect, and work in an environment where diversity is valued.
- **COBW16** To ensure our people are well informed.
- **COBW17** To ensure our people are appropriately trained and developed.
- **COBW18** To ensure our people are involved in decisions that affect them.
- **COBW19** To promote the health and wellbeing of our people.
- **COBW20** To provide a continuously improving and safe working environment.

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Agenda Item/Topic	Lead	May 2026	August 2026	November 2026	February 2027	Corporate Objective Coverage
Standing Items						Add references as above
Introductory Remarks, Welcome and Apologies	Chair	x	x	x	x	N/A
Declarations of Interest	Chair	x	x	x	x	N/A
Minutes of previous meeting	Chair	x	x	x	x	N/A
Matters Arising and Rolling Action List	Chair	x	x	x	x	N/A
Urgent Items of Business	All	x	x	x	x	N/A
Annual Review of People & Staff Governance Committee Terms of Reference	Chair DoCSG	x			x	COBW15-20
MATTER DIRECTLY RELATED TO THE STAFF GOVERNANCE STANDARD	Lead	May 2026	August 2026	November 2026	February 2027	Corporate Objective Coverage
Sector Assurance Presentations	Various	x	x	x	x	COBW15-20

OFFICIAL SENSITIVE

Safety, Health and Wellbeing	HoHS	x		x		COBW17 COBW19-20
iMatter	HoSE				x	COBW15-20
Internal Communications and Employee Engagement	HoSE DDoC	x				COBW15-20
People and Staff Governance Committee Assurance and Development Plan	HoSE	x				COBW15-20
Annual Staff Governance Committee Report to NHS Board	DoHROD	x				COBW15-20
Annual People Committee Report to NHS Board	DoHROD	x				COBW15-20
REPORTS THAT SUPPORT COMPLIANCE WITH STAFF GOVERNANCE STANDARD	Lead	May 2026	August 2026	November 2026	February 2027	Corporate Objective Coverage
Staff Health Strategy	HoOHS			x		COBW19-20 COBC6

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People and Staff Governance Committee Video	DoHROD		x	x	x	COBW15-20
Nursing and Midwifery Council Referrals and Assurance (Annual Report)	EDN		x			COBW17
Workforce Strategy (Action Plan)	HoHRSD + relevant theme lead	x Equalities Theme	x Leadership and Culture Theme	x Widening Access to Employment Theme	x Core HR Theme	COBW15-17 COBW19-20
Sexual Harassment Programme Update	HoSE			x		COBW15-16 COBW19-20
Anti-Racism Plan	HoSE				x	COBW15-16 COBW19-20
Staff Governance Monitoring Return	DoHROD			x		COBW15-20
Medical Education Governance	MD			x		COBW17
Medical Revalidation	MD	x				COBW17
Safe Staffing Legislation	HoHCSSA		x	x	x	COBW20
Appeal Hearings Update	DoHROD	x				COBW15-16 COBW18-20
PDP&R Update	HOL&E	Via Storyboard		x		COBW15-20

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Culture Programme Update	DoHROD	x				COBW15-20
Speak Up (via ICEE)	HoSE	x				COBW15-20
OTHER RELEVANT REPORTS	Lead	May 2026	August 2026	November 2026	February 2027	Corporate Objective Coverage
Fairer Glasgow Equality Scheme - Annual update	DoPH				X	COBW15-20
Bullying and Harassment Update	DDoHR	x				COBW15-17
Once for Scotland Workforce Policies / Supreme Court Ruling	HoSE		x		x	COBW15-17
Staff Governance Workforce Performance Report	HoWPS	x	x	x	x	COBW15-20
Workforce Plan – Annual Update	HoWPS				x	COBW15-20
Area Partnership Forum Report	ED	x	x	x	x	COBW16,18
Audit Plan Update	Various		x			COBW15-20
Board Appeals Update	DoHROD	x		x		COBW15
Human Resources Risk Register	DoHROD	x	x	x	x	COBW15,17,20

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Remuneration Committee	ED	x	x			COBW15
Cycle of Business	HoSE	x				COBW15-20
Key Messages to Board	Chair	x	x	x	x	N/A

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Abbreviations	
DoHROD	Director of Human Resources and Organisational Development (Natalie Smith – Interim)
DoPH	Director of Public Health (Dr John O'Dowd – Interim)
DDoHR	Deputy Director of Human Resources (Nic Bailey – Interim)
HoOHS	Head of Occupational Health & Safety (John Somerville)
HoHS	Head of Health & Safety (Freddie Warnock)
MD	Medical Director (Dr Scott Davidson)
HoHCSSA	Head of Health and Social Care Staffing Act Programme (Helena Jackson)
DoCSG	Director of Corporate Services and Governance (Elaine Vanhegan)
HoWPS	Head of Workforce Planning and Resources (Steven Munce)
ED	Employee Director (Ann Cameron-Burns)
HoSE	Head of Staff Experience (Liam Spence)
EDN	Nurse Director (Professor Angela Wallace)
DoF	Director of Finance (Michael Breen)
DDoC	Deputy Director of Communications (Neil Mcseveny)
HoHRSD	Head of HR – Strategic Development (Dr Mathew Pay)
HoL&E	Head of Learning and Education (Moir MacDonal)