



Report Title	People Committee Chair’s Report	
Author (name and title)	Tabitha Arulampalam, Non-Executive Director and Chair of People Committee	
Accountable Director	Mandy Wilcock, Director of People and Organisational Development	
Previous committees/groups	N/A	
Recommended action(s)	Assurance and Information	
Purpose of the paper	The report provides highlights of the People Committee to provide assurance to the Trust Board.	
Executive Summary		
The People Committee took place on the 7 July 2026 and was quorate. This report presents key issues discussed and actions approved at that meeting to provide assurance to the Trust Board.		
<u>The Committee focused on the following</u>		
• Review of corporate risks including confirmation of two new risks: ○ Rising level of employment tribunals. ○ Safety Team capacity. • Absence reduction plan progress update for quarter 1. • Essential learning escalation Draft Framework. • National Staff Survey update – quarter 1 engagement with staff. • Sexual safety progress update. • Business case – Future Occupational Health Services. • People Committee Annual Report, Terms of Reference and self-assessment.		
Recommendation(s)	The Trust Board is asked to note the contents of the report and the actions being taken.	
Link to Board Assurance Framework Risks (Board and level 2 committees only)	6. Develop and sustain an open and positive workplace culture. 7. Support staff health and well-being effectively. 8. Deliver and sustain improvements in recruitment and retention. 9. Develop and sustain improvements in leadership and staff training and development.	



Highlight Report

Report from: People Committee
Date of the meeting: 7 July 2026

Key discussion points at the meetings and matters to be escalated to board:

Alert:

The two new corporate risks:

Employment Tribunals (ET): This was an emerging risk in the last report, the number of ET have increased and pose a financial and reputational threat to the Trust. The Trust deals with about 6 cases annually, currently it is 15, therefore it is now on the Risk Register with a score of 12. Ongoing work with solicitors to determine next steps addressing AI submitted claims and increased provision to allow for legal fees are in place as mitigating actions.

Safety Team capacity: A review of the Safety Team's capacity has highlighted gaps for single points of failure and limited resilience. Funding was approved in October 2025 but a restructure has delayed recruitment, therefore the Trust carries a risk until these gaps are filled. This is now on the Risk Register with a score of 12. The job evaluation process for key roles has taken time but recruitment is expected to take place in the next quarter.

Advise:

Occupational Health Services (Business Case): The Committee approved the proposal to deliver a new model for Occupational Health Services from April 2027. The new model will bring the Occupational Immunisation Service in-house while extending the contract with the existing external Occupational Health provider for a further 12 months with strengthened contract management, allowing time to clarify the National Operating Model.

Assure:

Absence Reduction Plan: Sickness absence was reported as reducing, however, some of the reduction may be seasonal and could not yet be fully attributed to the actions being taken through the absence reduction work. The area specific targeted work and the broader Trust wide QI programme are being implemented. This is expected to show improvements later in the year as described in the plan.

Risk Assurance and BAF: Strategic risk 8 (Deliver and sustain the required trajectories for staffing recruitment and retention) has been reduced from 15 (high) to 10 (moderate). This is based on a sustained positive position of staff recruitment and retention and staffing levels in the main service lines.

Essential Learning Escalation Draft Framework: An Essential Learning Escalation Framework is being established to ensure a consistent, fair and proportional approach can be applied to manage non-compliance of mandatory and statutory training. Where non-compliance continues despite reasonable support the Framework provides clear escalation routes.

National Staff Survey Update – Quarter 1 Engagement with Staff: This is complete and work is being done to construct an action plan from all the learning that has been gained. Three Trust wide priorities make up the next phase:

- from 'voice' to 'influence';

- from 'resilience' to 'sustainability';
- from 'stability' to 'progression';

Sexual safety progress update: This is becoming a well-established area of work with good governance and good partnership engagement. Strategic priorities have been agreed for 2026-27 and a measurement dashboard will demonstrate impact in the future.

Risks discussed:

Rising level of employment tribunals.

Safety Team capacity.

Deliver and sustain the required trajectories for staffing recruitment and retention.

New risks identified:

The Two risks that have been described in the Alert section.

Report completed by: Tabitha Arulampalam, Committee Chair

Date: 7 July 2026