

Report Title	People Committee Chair’s Report		
Author	Tabitha Arulampalam, Non-Executive Director and Chair of People Committee		
Accountable Director	Director People and Organisational Development		
Lead Board Committee	People Committee		
Previous groups	N/A		
Recommended action	Assurance		
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 1 September 2026 and was quorate. This report presents key issues discussed and actions approved at that meeting to provide assurance to the Trust Board. The Committee focused on the following: • Review of corporate risks and BAF - no risks had been closed, and one was opened as follows: salary overpayments and underpayments. • Business Plan Q1 performance and assurance. • Review of people issues impacting performance. • Absence Reduction Plan progress report. • Violence Prevention and Reduction programme update. • Health and Wellbeing Plan midyear report. • YAS Together Programme together with the adoption of the Anti-Racism Charter. • Health and Safety Annual report.			
Recommendation(s)	The Board is asked to note the contents of the report and the actions being taken.		
Link to Board Assurance Framework Risks (board and board assurance 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: 1 September 2026

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

Alert:

Salary Overpayments

This was identified this as a new risk requiring actions to resolve it with assurance to the Committee.

Sickness Absence

The Committee remains concerned that the absence reduction trajectory is not improving and that the March 2027 target is unlikely to be achieved. The Committee received an update of targeted and strategic plans that are in place and being rolled out to address this. The Committee is assured by these plans; however, it is concerned about the strength of impact in the short term and the lack of improvement as evidenced by the trajectory. TEG has discussed immediate actions that it is proposing to take to see improvements in the short term, this will be presented to Board on the 24 September 2026.

Advise:

Violence Prevention and Reduction Programme

The Committee received a presentation about the Violence Prevention and Reduction logic model and strategic work programme, developed in response to the January 2026 action inquiry and following the appointment of a new manager. It noted the progress made in moving from a less clearly defined historical position to a more transparent current assessment, with clear areas identified for improvement. The Committee has asked programme leads to confirm KPIs, executive oversight arrangements and reporting routes, including when performance will be included in the relevant highlight report.

Staff Voice

It is routine practice now for the People Committee to hear directly from a staff member at the beginning or end of the meeting. At the last meeting a paramedic shared experiences from the front line. The Committee wished to triangulate this with outcomes from the YAS Together programme and other staff welfare activity. TEG has been asked to follow up issues that were raised.

Assure:

Risk Assurance and BAF

Four strategic risks were reported. Culture rating remains unchanged; sickness absence has not reduced as planned; workforce and EOC call-handling capacity remains a concern; and two Risk 9 metrics were slightly below the 90% target. Members challenged whether planned staffing levels reflected required capacity and efficiencies. The Committee sought stronger in-year assurance that interventions were improving culture and reducing risk. The Committee questioned the current risk scores for staff morale and sickness absence; this will be reviewed by the Risk Assurance Group.

Review of People Issues Impacting Operational Performance

IUC turnover remains high at 21%, although below historic levels and not currently causing significant performance concerns. Recruitment and retention were not considered

significant Trust-wide issues, but EOC call handling remains a concern. This had been considered by TEG and will be presented to the Board Development Strategy session in October 2026. Newly qualified paramedic attrition is low, with current staffing above requirement.

Health and Wellbeing Plan: Mid-year Update

The YAS plan used an approach that focused on developing a preventative and holistic culture, including mental health and financial wellbeing support, informed by staff feedback. Measurement metrics have been developed with stakeholders and QI colleagues against the national framework and were linked to relevant staff survey measures.

YAS Together Culture Development Programme Update: Cultural Awareness and the Anti-Racism Charter

The Committee received an update on embedding the YAS Together behavioural standards, including the Anti-Racism Charter and the principle of “see something wrong, do something right”. Supporting resources included practical guidance, case studies and tools to help staff speak up confidently and managers respond effectively are on offer.

Strategic Health and Safety Annual Report

The annual report was presented to the Committee which provided overall assurance and identified areas requiring improvement.

Risks Discussed

Some Strategic risk ratings were questioned; this will be reviewed by the Risk Assurance Group.

Sickness Reduction Plan and anticipated results.

Salary over payments and actions to be taken.

New Risks Identified

See Alert section.

Report completed by:
Tabitha Arulampalam
People Committee Chair
Date: 16 September 2026