

Report from Chair of Strategic People Committee (SPC)
Date of Committee 22 September 2025

Item	Summary of Item	Committee Assured	Further Work Required	Referral Elsewhere for Further Work	Recommendation to Board
Meeting Minutes	Minutes from the Strategic Workforce Committee meeting on 14 July March 2025	Approved , subject to minor amendments	None	Refer to Audit Committee for noting	n/a
Chief People Officer (CPO) Report	Update on key people developments since the previous Committee meeting (July 2025)	Noted , with discussions on the following: <ul style="list-style-type: none"> - Ability to use notes of concerns/ flags via the Electronic Patient Record (EPR), the importance of this as part of preventing misuse of patient information and targeting of vulnerable patients and processes related to incidents concerning staff in positions of trust - Oversight of Chaperone Policy by Safeguarding Committee - Governance framework related to the 10-Point Plan to Improve Resident Doctors' Working Lives and plan to review People governance structures following this to ensure optimal Committee oversight 	Full response related to the 10-Point Plan to Improve Resident Doctors' Working Lives to be presented to the Committee	n/a	n/a
Risk Register	Review of 'People' risks within divisional and corporate risk registers Overview of current external reviews/audits underway and planned	Assured , recognising processes around the management and overview of risks within the people directorate The Committee discussed scoring relating to achieving the breakthrough objective concerning reducing bullying and harassment, compliance with supreme court ruling and breach of subject access request timescales	Ensure clarity in articulation of risks rather than issues Review scoring related to Operational Plan 2025/26 risk (currently 12)	Finance & Business Performance Committee to consider overall headcount numbers as part of impact of pay spend on achievement of year-end financial plan	To note the content of these risk registers and Committee discussions as part of the Organisational Risk Report

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Integrated Care Report (IPR) People Metrics	Monthly reporting on Trust people metrics and progress with actions to address any performance issues	Noted	n/a	n/a	To note when considering full IPR
Colleague Voice	Anonymised story of a colleague who had been the subject of bullying	Discussed , including the following: <ul style="list-style-type: none"> - The significant and devastating impact of bullying and harassment on every part of an individual's life - The importance of early recognition of bullying behaviours - Work within the Trust to make such behaviours socially unacceptable as well as against policy - Potential to use such anonymised stories as case studies to support both individuals and managers 	Sincere thanks to be given to the individual for their bravery in sharing their story which had a profound impact on the Committee	n/a	To listen to and discuss the colleague story at the October Board meeting as part of Speaking Up month
Freedom to Speak Up (FTSU) Report	Quarterly report summarising FTSU activity and key themes arising during Q1 2025/26 and an overview of planned national changes	Assured , noting the following: <ul style="list-style-type: none"> - Excellent, comprehensive service provided by the Freedom To Speak Up Guardian and team - Impact of organisational change on colleague experience at work, particularly the anticipation of such within the admin and clerical workforce - Plans to bring a focussed report on recommendations for FTSU Guardians and their own resilience and wellbeing - Increased reporting which may reflect a more positive reporting culture 	None	n/a	To take assurance from the report, noting the areas of excellence within the service

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Guardian of Safe Working Hours (GSHW) Report	Quarterly report summarising GSHW activity during Q1 2025/26 including a summary of exception reports raised across the organisation and comparison to previous quarters	Assured , noting the following: <ul style="list-style-type: none"> - Ongoing work related to training and use of exception reporting both for rotational doctors and rota coordinators - High levels of engagement where there were higher numbers of exception reports particularly where these related to late stays at work noting these supported discussions about variation between services 	None	n/a	n/a
Equality, Diversity & Inclusion (ED&I) Annual Report	Annual overview of work related to ED&I during 2024/25 including how the Trust was meeting the Public Sector Equality Duty (PSED) obligations for colleagues and an overview of programmes related to the following: <ul style="list-style-type: none"> - Workforce Race Equality Standards (WRES) - Workforce Disability Equality Standards (WDES) - Gender Pay Gap (GPG) - Ethnicity Pay Gap (EPG) 	Assured , noting the following: <ul style="list-style-type: none"> - The need to be ambitious yet realistic in setting targets for representation at senior level and the use of targeted talent management programmes to support improvements in this area - Bespoke programme for disabled staff under development in conjunction with the staff disability network - Update on processes related to Clinical Excellence Awards in view of these having stopped locally 	Include more quantitative information including outcomes v activity	None	To note and discuss , recognising Committee discussions
Committee Terms of Reference	Annual review of Committee Terms of Reference	Approved , noting amendments following the recent Audit Committee review and in line with the current internal and external context	None	n/a	Consider and approve

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National Staff Survey Approach	Overview of the planned Trust approach to the 2025 National Staff Survey	Assured , noting the following: <ul style="list-style-type: none"> - Theme of '<i>changes inspired by you</i>' and the engagement of senior colleagues across the Trust to support participation in the survey - Addition of specific local questions related to Trust comms - The importance of overall engagement with a focus on quality of responses to enable meaningful change, recognising the current environment of organisational change - The benefits of seeding ahead of survey launch to create the most engaging environment for colleagues and consider use of Trust ambassadors 	n/a	n/a	n/a
Mutually Agreed Resignation Scheme (MARS) Update	Comprehensive update on the MARS scheme within the Trust including progress to date and next steps	Assured , noting the following: <ul style="list-style-type: none"> - Robust and well-managed processes followed throughout the implementation of the scheme - Impact of the anticipation of change for colleagues across the organisation noting fear of increasing workloads and the benefit of robust comms in this area - Recognition of need for ongoing support for colleagues regardless of outcome of application 	Further detail on profile of those involved at each stage of the process (including ethnicity)	n/a	n/a

Emerging risks identified:

- Impact of organisational change on engagement in the national staff survey, due to launch soon.

- Challenging financial context and the impact of this on the workforce as a whole, recognising the need to maintain staff engagement and morale.

Areas of good practice:

- Service provided by the Freedom To Speak Up (FTSU) team.
- Robust processes around the Mutually Agreed Resignation Scheme (MARS).