

People Committee – Cover Sheet

Subject:	People Committee Annual Report	Date: 30/01/2024								
Prepared By:	Beth Hall – Business Support Officer Deborah Kearsley - Deputy Director of People									
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Purpose										
To provide assurances the People Committee is performing it's responsibilities as set out within it's Terms of Reference.		<table border="1"> <tr> <td>Approval</td> <td></td> </tr> <tr> <td>Assurance</td> <td>X</td> </tr> <tr> <td>Update</td> <td></td> </tr> <tr> <td>Consider</td> <td></td> </tr> </table>	Approval		Assurance	X	Update		Consider	
Approval										
Assurance	X									
Update										
Consider										
Strategic Objectives										
Provide outstanding care in the best place at the right time	Improve health and well-being within our communities	Empower and support our people to be the best they can be								
		To continuously learn and improve								
		Sustainable use of resources and estate								
		Work collaboratively with partners in the community								
		X								
Principal Risk										
PR1	Significant deterioration in standards of safety and care									
PR2	Demand that overwhelms capacity									
PR3	Critical shortage of workforce capacity and capability									
PR4	Failure to achieve the Trust's financial strategy									
PR5	Inability to initiate and implement evidence-based Improvement and innovation									
PR6	Working more closely with local health and care partners does not fully deliver the required benefits									
PR7	Major disruptive incident									
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change									
Committees/groups where this item has been presented before										
None										
Acronyms										
BAF – Board Assurance Framework ICS – Integrated Care System ICP – Integrated Care Provider IPR – Integrated Performance Report EDI – Equality, Diversity and Inclusion WRES/WDES – Workforce Race Equality Standard / Workforce Disability Equality Standard FTSU – Freedom to Speak Up ROSPA – Royal Society for the Prevention of Accidents SAS – Specialty and Specialist OD – Organisational Development DPR – Divisional Performance Review										
Executive Summary										
Background										
<p>This report provides a summary of People Committee activities and assurance that the Committee has carried out its obligations in accordance with its Terms of Reference and Workplan for the 2023 calendar year.</p>										
Recommendation										
<p>Committee members are asked to take assurance from this report.</p>										

Annual Report from People Committee

Summary

This report provides a summary of People Committee activities and assurance that the Committee has carried out its obligations in accordance with its Terms of Reference and work programme for 2023.

The time period is aligned to the annual governance timetable to enable consideration by the Board of Directors.

This report provides an overview of activities undertaken throughout the Trust and a summary of the work undertaken within the People Committee activities from January to December 2023.

Background

The People Committee meets 6 times per year and reports to the Board of Directors. Its Terms of Reference establish the following purposes:

- Review the BAF risks associated with our people and provide assurance to the Board that those risks are being effectively mitigated or managed in a controlled way.
- Provide the Board with assurance concerning all aspects of the Trusts workforce strategy and annual implementation plan, both in relation to delivery and impact.
- Where necessary, seek assurance into any areas of work related to our people on behalf of the Board.
- Assure the Board that the structures, systems and processes are in place and functioning to support the workforce in the provision and delivery of high-quality patient care.
- Contribute to, oversight of and assurance from an SFH perspective, the People plan and plans of the ICS/ICP.
- In fulfilling its obligations, the Committee will be mindful of the need to improve the diversity of our people so that it better reflects the populations which the Trust serves.
- The Committee shall review the Freedom to Speak Up agenda via quarterly assurance reports.

Workplan

People Committee has received regular reports throughout the year in accordance with its agreed Annual Workplan. Reports are received at each meeting from the Director of People, Medical Director and Chief Nurse in relation workforce risks and the Workforce Board Assurance Framework. In addition, assurance, highlight reports and hot topic items are provided on an ad-hoc basis. The Committee has also received reports on other specific risk-related matters, including:

- Safe Staffing – Nursing, Midwifery and AHPs
- Safe Staffing – Medical Workforce Staffing Report
- Guardian of Safe Working Report
- Challenged Services Report
- Control Process for Vacancies Updates
- COVID-19 and Flu Campaign
- Industrial Action Updates
- Employee Relations Assurance Report
- Freedom to Speak Up / Raising Concerns Update
- Gender Pay Gap Report
- Volunteer Report

Membership & Attendance

Meetings shall be held not less than four times a year and where appropriate should coincide with key dates in the quarterly reporting cycle. A development session shall also be held not less than annually.

Terms of Reference including membership for People Committee were updated and approved at the November 2023 meeting. The membership and attendance figures below are based on membership up to the end of the 2023 calendar year.

Attendance of core members (or a nominated deputy) at meetings during the 2023 calendar year:

▪ Non-Executive Director (Historic Chair) (<i>changed after July 2023</i>)	3/4
▪ Non-Executive Director (Vice Chair now Chair) (<i>changed after July 2023</i>)	5/6
▪ Non-Executive Director	6/6
▪ Director of People	6/6
▪ Medical Director	3/6
▪ Chief Nurse	5/6

Attendance of officers in routine attendance:

▪ Specialist Advisor to the Board	6/6
▪ Deputy Director of People	5/6
▪ Deputy Medical Director	6/6
▪ Associate Director of People (Resourcing)	6/6
▪ Associate Director of People (Transformation)	5/6
▪ Associate Director of People (Operations)	4/6
▪ Head of People Development	3/6
▪ Head of Communications	4/6
▪ Head of Medical Workforce	6/6
▪ Head of Corporate Nursing	3/6
▪ Community Involvement Manager (<i>change of person – July 2023</i>)	4/6
▪ Equality, Diversity & Inclusion Lead	5/6
▪ Business Support Officer (People Team)	6/6
▪ <i>Head of Culture & Engagement (left December 2023)</i>	4/6
▪ <i>Director of Strategy and Partnerships*</i>	3/4
▪ <i>Associate Director of Transformation*</i>	3/4

**These colleagues were only required to attend meetings up to and including July 2023, due to the Improvement agenda being agreed to move out of this Committee from subsequent meetings.*

2 Staff governors are also invited to attend as observers. At least 1 Staff governor also attended 4/6 meetings as an observer.

Other Directors and Managers have attended meetings in accordance with the People Committee work programme and/or in response particular work being identified.

Positive Stories

Our Staff Story programme for 2023 highlighted some key positive feedback points as highlighted below. These videos were shared via Public Trust Board:



The image displays three video thumbnails arranged vertically. Each thumbnail is on the left, and a corresponding text box is on the right. The first thumbnail is titled 'It's OK Not to be OK' and features a woman's profile. The second is titled 'People Strategy' and features a green circular logo with the text 'Empowering and supporting our people to be the best they can be'. The third is titled 'Menopause in the workplace' and features two women in a hallway.

Staff Story – February 2023

“I took the opportunity to refer myself through Vivup... it gave me an opportunity to talk openly, those 3-4 sessions were just enough to identify small gains... I've found that really helpful. There's never been so much help and assistance out there.. We're really fortunate here at Sherwood Forest that we've got a number of Wellbeing Champions out there.”

Staff Story – June 2023

“The Trust CARE values are important to me as they are at the heart of everything we do daily, they are essential for being part of and leading a successful team. We always respect and involve each other in every decision that is made.... We always communicate and work together to deliver the best we can.”

Staff Story – October 2023

“A message for other Line Managers... encourage them to use the resources available here at the Trust – the Take a Pause sessions, and the wonderful Wellbeing Team that we've got are there to support.”

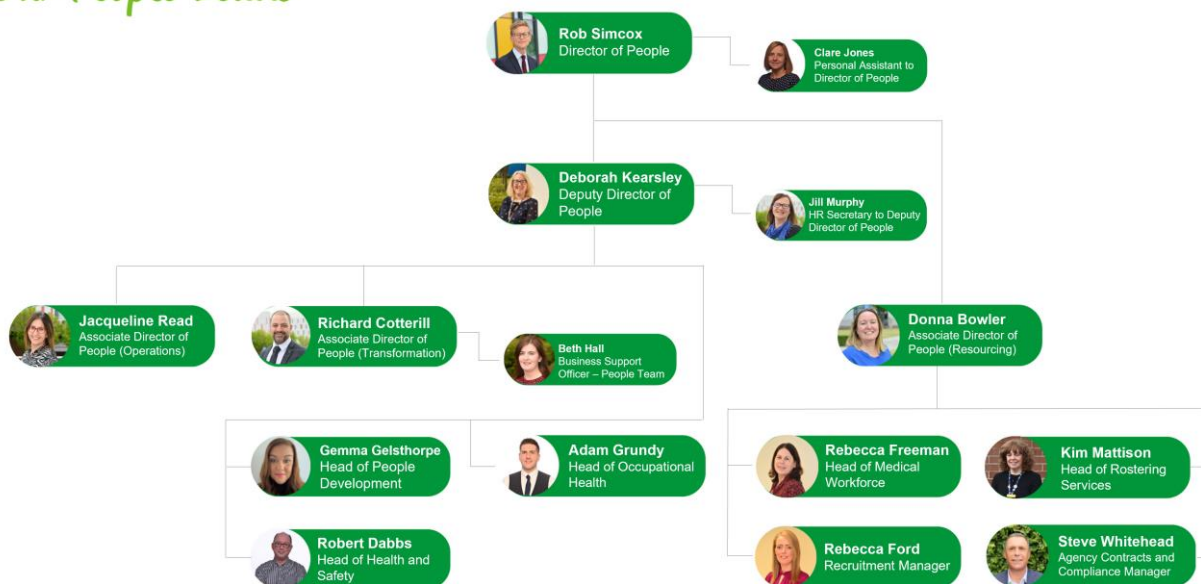
Other positive stories and key achievements which have been shared and identified via People Committee throughout 2023 include:

- Sherwood being voted 'Best Trust in the Midlands' for the 5th year running according to National Staff Survey 2022 results. Early indications of the 2023 results are currently embargoed but engagement is promising considering current organisational pressures.
- NHS Employers case study showcasing results from the work completed under our Wellbeing portfolio and Rest, Rehydrate and Refuel agenda at Sherwood: [Link to Case Study](#)
- Won ROSPA Gold Award in recognition of our Health & Safety service.
- 5 entries submitted for HSJ National and HPMA Excellence Awards, recognising programmes of work including Just Culture, Financial Wellbeing and People Transformation (Newark TIF & Mansfield CDC)
- Significant assurance provided via the 360 Assurance report on Wellbeing.
- A successful and well attended Menopause Conference on World Menopause Day.
- Continued to promote Just Culture learnings within the Trust, including Council of Governors in November 2023.
- Wellbeing fundamentals audit completed in 90% of areas. Free tea & coffee provision secured throughout Quarter 3 and 4 of 2023.
- Development of Wellbeing Improvement Plan aligned to NHS England Wellbeing Framework.
- Long service awards reintroduced in Summer 2023 following pause during COVID-19 pandemic.
- Launched new Appraisal and 121 paperwork in September 2023 for all Managers and employees on Agenda for Change contracts, giving less paperwork to complete and an easier template to follow.
- Continued to embed Step into the NHS careers fairs throughout 2023 to support organisational recruitment needs.
- Supported the launch of Newark TIF (Targeted Investment Funding) and Mansfield CDC (Community Diagnostics Centre) site development projects.

People Directorate

Current Leadership structure at the time of the report:

Our People Leads



Since their recruitment in June 2022 the Director of People, with support from their senior leadership team has supported development and implementation of a clear People Strategy for 2022-2025. Strategic vision and supporting governance around the People portfolio has been provided, with the People Directorate’s mantra at the heart of everything they do; **empowering and supporting our people to be the best they can be.**

In 2023 the priorities for the Directorate have been to bring together our teams to work more efficiently, create a robust governance structure and embed our identity as the People Directorate. This all falls out of the Executive Leadership and portfolio changes in 2022 where the Training, Education and Development Department (now People Development) along with the Organisational Development and Culture & Engagement teams were realigned to the People Directorate.

Despite the Improvement agenda moving away from our Committee in Summer 2023 we have continued to have close working relationships between our teams both at a senior leadership and operational level to ensure we work together with collective aims where appropriate.

There have been minimal changes to the People Directorate senior leadership structure in 2023. The main change saw our Head of People Partnering and Operations secure a role as Associate Director of People (Operations) to further strengthen the service. We also recruited to a new post for an Agency Contracts and Compliance Manager which has been instrumental in supporting our Head of Rostering Services to develop agency efficiencies to mitigate Trust financial pressures.

People Strategy 2022-2025

The Trust introduced a 3-year People, Culture and Improvement Strategy for 2022-2025 which was implemented with effect from June 2022.

In June 2023 this was streamlined into the People Strategy 2022-2025 to align to current Executive leadership portfolios and Year 2 priorities, which were approved at Trust Board. The latest version (Version 1.9) is live we are into Quarter 4 of implementation at the time of this report.

Our People Strategy has been built in support of National and SFH priorities. It builds on the firm foundations that have been established at Sherwood over a number of years. We believe this has been a positive step forwards for Sherwood and provides a strong platform to keep improving experiences for our patients and colleagues.

The People Strategy and agendas are vital to enabling the Trust to achieve its overall vision and the revised reporting lines and structures enable greater effectiveness and collaborative working. The agendas and workplans continue to be reported to the People Committee, with quarterly People Strategy progress reports.

Our strategic delivery pillars are outlined below:



[Link to People Strategy](#)

To support the delivery of the action plans that fall out of the strategic delivery pillars we established a new governance structure effective from February 2023.

The following Sub-Cabinets report into People Cabinet, with relevant updates being fed through People Committee via hot topic or assurance items.

- People Wellbeing and Belonging Sub-Cabinet
- People Resourcing and Development Sub-Cabinet
- People Transformation Sub-Cabinet

Board Assurance Framework Risks

The People Committee monitors the Board Assurance Framework (BAF) workforce and improvement risks.

The principal risks on the BAF reviewed by the People Committee are;

Workforce capacity and capability

- Inability to attract and retain staff
- A significant loss of workforce productivity arising from short-term reduction in staff availability or a reduction in effort above and beyond contractual requirements

All associated operational risks are on DATIX with appropriate action plans and any risks mitigation plans in place. At the time of this report, 19 operational risks are logged on the DATX Risk Register for the People Directorate.

A robust governance process was put into place in Summer 2023 whereby the Deputy Director of People and the Business Support Officer meet with SLT leads on a Bi-Monthly basis to keep track of risks and progress mitigation plans.

Horizon Scanning

The People Committee identify and review any risks and work plans which are on the horizon. The main area identified as per our Departmental Risk Report to Risk Committee in November 2023 (which is still currently relevant) is: Industrial Action including strike action.

People Cabinet agenda

At each meeting the Deputy Director of People has presented an assurance papers on the progress to achieving the actions regarding delivery of the People Strategy. These assurance items provide evidence that the operationalisation of the strategy is transacted via the People Cabinet and its associated sub-cabinets.

In addition, the committee been kept up-to-date regarding key local, regional and national initiatives and issues including the continuing maturity of the people agenda in the integrated care system and industrial action.

Industrial Action, and in particular the British Medical Association strike action for Junior Doctors and Consultant Doctors has been a regular assurance item at the committee. The Committee has been provided assurance in terms of the planning which has taken place to ensure patients and our people are safe during any periods of industrial action. The committee has also been updated in relation to the impact on the operational delivery of activity as a result of industrial actions. The committee has recognised the significant impact of industrial action on patients and our people and this is evidenced in the Board Assurance Framework (BAF) which is reviewed at each meeting.

Equality and Diversity

The People Committee has received regular reports with an update on the achievements, progress and developments in relation to the Equality, Diversity and Inclusivity agenda at Sherwood Forest Hospitals NHS Foundation Trust.

The committee has had assurance the Trust has met its statutory duties as outlined in the Equality Act 2010. The committee has also been presented with the following information prior to being published in line with statutory requirements;

- Equality, Diversity and Inclusion Annual Report
- Workforce Race Equality Standards (WRES)
- Workforce Disability Equality Standard (WDES)
- Gender Pay Gap Report

During 2023 we have continued to celebrate diversity and embed our People Strategy delivery pillar of Belonging in the NHS through key pieces of work and awareness raising events such as:

- The launch of a SFH EDI Improvement Plan in line with the NHS EDI Improvement Plan which launched in June 2023. The plan outlines national drivers for EDI improvements required over the next 3-years. We are on track to deliver our actions for 2022/23.
- Supporting Nottingham City PRIDE in July where Sherwood had it's own stand at for the first time.
- New People Transgender Policy and Guidance published in July to ensure appropriate support for Trans and non-binary colleagues.
- Launched NHS Health Passport and shared staff stories during Disability History Month in November and December.
- Led the annual REACH OUT! event to celebrate race diversity on 26th September. With a valuable and inspiring guest speaker; Professor Laura Serrant OBE plus attendance from over 70 colleagues.
- In December, members of our Carers Network and trust Carers Champions were proud to receive a Certificate of Achievement from Nottinghamshire Carers Association in recognition of our commitment to the Carers Pledge; the certificate also confirmed our retention of the Carer Friendly Employer accreditation for a further year.
- Supporting the inaugural year of Project SEARCH at SFH, which has been a success with two interns securing employment with the Trust and the third gaining a voluntary role within the Charity sector.

In November 2023, we welcomed our People EDI Support Officer. The additional capacity within the EDI team is welcomed and the People EDI Support Officer role will support the delivery of the EDI programme of work and in particular will provide support to our staff networks and communication to support wider Trust engagement with EDI.

Looking forward in addition to ensuring compliance with mandatory reporting and the Equality Act, we will continue to work towards delivering our actions from the EDI Improvement Plan, support our Staff Networks and provide a wider variety of educational opportunities for colleagues Trust-wide to reduce the disparity in experience for colleagues that is evident in our staff survey and through colleague feedback.

Freedom to Speak Up

People Committee has received assurance throughout 2023 in relation to the Freedom to Speak Up agenda.

Effective speaking up arrangements protect patients and improve the experience of NHS Workers. Senior leaders have a responsibility for creating a safe culture and an environment where workers can highlight problems and make suggestions for improvement.

The Trust's Freedom to Speak Up Guardian has provided assurance reports to People Committee, which has demonstrated consistent engagement from workers with the FTSU route through 2023/2024. There has been a significant move to concerns being escalated openly by the FTSU Guardian, which shows that workers feel more assured they will be listened to and supported by those receiving the concerns. This allows more opportunity for the person raising concerns to receive direct support and more likely to get a positive outcome from raising concerns.

The most prevalent theme for 2023/2024 from the reports presented, fall into the Worker Safety & Wellbeing category as defined by the National Guardians Office reporting categories. The themes within this category include workers poor experience in informal and formal processes at leadership level and the impact of these processes on the individual. Unresolved behaviours and poor behaviours affecting colleagues is also a main theme in this category. Operationally the toil of working in continuous pressured systems and the impact of this resulting in more speaking up around moral distress and injury. Actions from these concerns include, using increased resource in the OD function the FTSU Guardian is working closely with the OD team to share information and support teams. The Wellbeing team and the FTSU Guardian have established informal referral routes to each other, to support colleagues in distress and if cause of the distress involves workplace concerns.

The FTSU Guardian is now part of the delivery of all the Leadership Development Training & Education courses – this allows real time feedback to be given to leaders on these programmes and awareness of their role as a leader in receiving concerns and what best practice looks like. SFH has adopted the NHSE Freedom To Speak Up Policy in July 2023 as per national guidance to adopt by January 2024. This aligns all providers to a standard for speaking up and receiving concerns and easy and consistent messaging for workers in the NHS.

Safe Staffing Nursing and Medical

Nursing

The Chief Nurse has presented Bi-Monthly staffing reports to provide an overview for Nursing, Midwifery and Allied Health Professional staffing and compliance within the Trust with the National Institute for Clinical Excellence (NICE) Safe Staffing, National Quality Board (NQB) Standards and the NHS Improvement Workforce Safeguards guidance.

The reports presented provided assurance of the staffing availability over the previous six months and process with assessing acuity and dependency for patients on ward areas.

The information and data presented will support the review of the Nursing and Midwifery establishment reviews for 2023/2024. In 2024/2025 the Chief Nurse will present the Nursing and Midwifery establishment review to the committee and will continue to present reports to provide an overview and assurance regarding the staffing and safety compliance of the Nursing, Midwifery and Allied Health Professional workforce.

Medical

The Medical Workforce Report presented to the Committee twice yearly has highlighted the developments during the year and the key challenges. The investment in both additional non training and training posts has continued on a smaller scale than last year. With particular focus on the over recruitment of our Clinical Fellows to provide additional support over the winter period and an increase in the numbers of Senior Trainees. It has been particularly difficult since March with the ongoing Industrial Action and the impact of that not only on our patients and staff but also on the long-term effects for our junior doctors in relation to their training.

Clinical Fellow numbers continue to increase with over 120 Clinical Fellows on the programme in 2023. This further expansion now provides rotational opportunities at our Newark hospital for Clinical Fellows in Trauma & Orthopaedics and Senior Clinical Fellows in Medicine.

A new Guardian of Safe Working was appointed in 2023 he is establishing himself in the role and is reaching out to the juniors to ensure support is in place for them. The quarterly report presented to the Committee in 2023 has provided a regular update on junior doctor exception reporting, and action relating from the exception reports.

The numbers of medical vacancies increased slightly in 2023, this has primarily been in the Specialties that are hard to fill nationally and where there has been investment in additional posts. Task and Finish Groups continue to support challenged services with recruitment to vacancies in the short term and their workforce plan in the medium term.

A meeting was held with the SAS doctors as part of SAS week which was very well received. A commitment was made to meet individually with all SAS doctors, these meetings are ongoing, the aim of which will be to understand career aims and objectives and ensure that support is provided to achieve these with the overall aim of growing our senior medical workforce of the future.

The Medical Workforce report and the annual NHS England (NHSE) quality assurance report for appraisal and revalidation have also provided assurance of the Appraisal and Revalidation process. Reports from the Medical Director have provided assurance that action being undertaken in relation to the Medical Workforce ensures the provision of safe and effective care to patients whilst supporting and maintaining the well-being of our Medical Staff.

Integrated Performance Report

The Integrated Performance Report (previously known as the Single Oversight Framework) is reported to People Committee and Trust Board on a quarterly basis, it was shared with People Committee throughout 2023. The latest Integrated Performance Report as of the end of Quarter 3 2023/2024 is below along with a summary of action plans for indicators in focus.

At a Glance	Indicator	Standard	Apr-23	May-23	Jun-23	2023/24 Qtr 1	Jul-23	Aug-23	Sep-23	2023/24 Qtr 2	Oct-23	Nov-23	Dec-23	2023/24 Qtr 3	2023/24 YTD
Belonging in the NHS	Engagement Score	≥6.8%	-	-	-	7.0	-	-	-	7.0	-	-	-	-	6.9
Growing the Future	Vacancy rate	≤6.0%	6.9% ❌	5.8% ❌	6.5% ❌	6.4% ❌	5.8% ❌	5.6% ❌	5.1% ❌	5.5% ❌	3.9% ❌	3.4% ❌	3.6% ❌	3.6% ❌	7.5% ❌
	Turnover in month	≤0.9%	0.79% ❌	0.37% ❌	0.36% ❌	0.51% ❌	0.65% ❌	0.47% ❌	0.47% ❌	0.53% ❌	0.46% ❌	0.39% ❌	0.61% ❌	0.49% ❌	0.51% ❌
	Appraisals	≥90%	87.1% ❌	90.4% ❌	90.2% ❌	89.3% ❌	89.5% ❌	89.5% ❌	88.0% ❌	89.0% ❌	87.3% ❌	88.3% ❌	88.3% ❌	88.1% ❌	89.3% ❌
	Mandatory & Statutory Training	≥90%	90.0% ❌	90.0% ❌	91.0% ❌	90.3% ❌	91.0% ❌	91.0% ❌	91.0% ❌	91.0% ❌	91.0% ❌	91.0% ❌	91.0% ❌	91.0% ❌	90.3% ❌
Looking after our People	Sickness Absence	≤4.2%	4.4% ❌	4.2% ❌	4.2% ❌	4.2% ❌	4.5% ❌	4.3% ❌	4.5% ❌	4.4% ❌	4.8% ❌	4.3% ❌	5.1% ❌	4.8% ❌	4.2% ❌
	Total Workforce Loss	≤7.0%	6.2% ❌	6.1% ❌	6.3% ❌	6.2% ❌	6.5% ❌	6.4% ❌	6.6% ❌	6.5% ❌	6.9% ❌	6.4% ❌	7.3% ❌	6.9% ❌	6.2% ❌
	Flu vaccinations uptake - front line staff	≥80%	-	-	-	-	-	-	-	-	38.3%	44.8%	55.9%	46.3%	0.0%
	Employee Relations Management	<12	9 ❌	11 ❌	14 ❌	13 ❌	15 ❌	18 ❌	14 ❌	16 ❌	21 ❌	23 ❌	18 ❌	21 ❌	13 ❌
New Ways of Working	Agency (Off Framework)	≤6.0%	0.1% ❌	0.1% ❌	0.0% ❌	0.0% ❌	0.0% ❌	0.0% ❌	0.0% ❌	0.0% ❌	0.0% ❌	0.1% ❌	0.1% ❌	0.1% ❌	0.0% ❌
	Agency (Over Price Cap)	≤30.0%	47.7% ❌	59.6% ❌	53.1% ❌	53.3% ❌	55.3% ❌	48.9% ❌	50.8% ❌	51.7% ❌	51.0% ❌	55.7% ❌	57.0% ❌	54.6% ❌	53.3% ❌
	Agency Usage (%)	<3.7%	6.1% ❌	7.4% ❌	6.0% ❌	5.9% ❌	7.4% ❌	6.5% ❌	5.9% ❌	6.6% ❌	6.2% ❌	5.5% ❌	3.9% ❌	5.2% ❌	5.9% ❌

Appraisals

- Service lines are supported to develop action plans to work on improving appraisal compliance.
- Assurance is sought via Performance meetings and monthly People & Performance reviews.
- Video clip being created to support written ESR user guidance showing; how to enter appraisals onto ESR.

Sickness absence

- Service lines are supported with high sickness absence rates and sickness cases.
- Reported and discussed via Divisional Performance Reviews (DPRs).

Flu vaccinations

- Occupational Health continue to offer the flu vaccine to all attendees to the department.
- Mass Vaccination team continue to undertake daily roving clinics direct to clinical areas.
- Work underway to identify low uptake areas that could be targeted directly.

Employee Relations Management

- People leads continue to support and manage cases on an individual basis.
- Review of Grievance, Dignity at Work and Sickness Absence policies and guidance documents to ensure they align to our Just Culture principles and have clear signposting to support available.

Agency usage

- Continue to work on our 100 days plans and ambition to reduce our reliance on agency usage and financial recovery challenge.
- Support recruitment to medical consultant posts.
- Continue to organise medical speciality groups.
- Continue to support a strict authorisation process for approval of Nursing shifts for Thornbury.

Conclusions

The Committee has a challenging and substantial work plan and agenda seeking assurance regarding the development, delivery, and impact of the Trust's People Strategy for 2022-2025 and supporting action plans. This includes activity undertaken to promote and embed effective organisation culture, equality, diversity and inclusion.

Although 2023 has been a demanding and tough due to Industrial Action and financial pressures, the committee has gained assurance in relation to the work undertaken in relation to People agenda which is underpinned by the Directorate's commitment to **empowering and supporting our people to be the best they can be.**