

UHN People Committee Upward Report to Boards of Directors		Date of reporting group’s meeting: 21 May 2026	
Reporting Group Chair:Denise Kirkham			
Agenda Item	Description and summary discussion	BAF Risk Reference(s)	Assurance level
Chief People Officer's report	The volume of work carried out by the People Team was acknowledged again with high levels of activity across all areas. Specific focus was again raised around Time to Hire - a deep dive on this aspect was requested for future committee oversight. The Committee highlighted in particular that the rising number of Employee Relations cases represented an increasing risk to the organisation. Additional leadership resource has been authorised in this area and the risk has been added to the People Committee Board Assurance Framework.		Reasonable
Mandatory training	This paper formed part of the in-depth theme of Education, Learning and Development in this quarter's Committee. Assurance was provided around the oversight of Mandatory Training and its use in triangulation around wards and departments where other people-related interventions are required.		Reasonable
Appraisals	The Committee assessed this as Limited on the basis of consistent underperformance against target by managers, with Reasonable assurance around the actions in place to address this underperformance. This continues to be an area of scrutiny at each committee.		Reasonable
			Limited
Workforce assurance	Whilst excellent progress has been made on Agency control, issues remained regarding Bank Payments and whole-time equivalent positions which are consistently over target. Extensive work and deep dive activity has been undertaken, which does indicate a tighter grip; however, the extremely high non-elective activity levels, higher than winter pressure levels, are adversely impacting these figures.		Limited
Freedom to Speak Up (FTSU)	The new independent FTSU service has just gone live at UHN and the Committee is hopeful that assurance will increase as confidence in an independent approach increases. The Committee considered that assurance around the current processes and reporting is good, but limited in respect of impact.		Limited
Resident Doctor Ten Point Plan	Overall UHN is assessed as substantially compliant with improvement plans in place. Activity continues to deliver on these improvement plans, in particular around Rota Transparency, Payroll errors and Mandatory Training.		Reasonable