

Trust Board paper G11

Meeting title:	Trust Board
Date of the meeting:	11 September 2026
Title:	Escalation Report from the People and Culture Committee (PCC): 30 July 2026
Report presented by:	Professor Ivan Browne, PCC Non-Executive Director Chair
Report written by:	Professor Ivan Browne, PCC Non-Executive Director Chair

Action – this paper is for:	Decision/Approval		Assurance	x	Update	
Where this report has been discussed previously	Not applicable					
To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which						
BAF Risk 09-PCC- Workforce Culture, Capability & Sustainability (Capacity)						
Impact assessment						
N/A						

Purpose of the Report

To provide assurance to the Trust Board on the work of the Trust's People and Culture Committee (PCC).

Summary

PCC met on 30 July 2026 and was quorate. The attached escalation report identifies any issues which the Committee either needs to recommend, or wishes to highlight, to the Trust Board, and sets out PCC's level of assurance.

There are no items requiring formal recommendation to the Trust Board from the July 2026 PCC meeting.

This escalation report follows a quadrant template, focusing on assurance levels and aiming to provide an 'at a glance' report from the Board Committees. The template covers: **key escalations; actions to take outside the Committee; positive assurances**, and **decisions taken**.

The escalation report also sets out any items recommended for Trust Board approval, and any items referred to other Committees.

The report is not intended to be a narrative account of all issues discussed at the meeting.

Key escalations to notify the Board	Actions to take outside of the committee
Workforce Plan Delivery Risk (BAF 09-PCC) People and Culture Committee received assurance across the matters presented. The Committee highlighted a small number of areas requiring continued focus, including the resources required for embedding the Equality Delivery System continuous improvement approach and Lord Mann review recommendations, strengthening Freedom to Speak Up insight and thematic reporting, and maintaining NHS Staff Survey engagement in the context of declining national response rates and staff experience trends.	Chief People Officer to continue oversight of: • implementation of the Equality Delivery System continuous improvement approach; • strengthening Freedom to Speak Up insight and thematic reporting; and • maximising NHS Staff Survey engagement and response rates during the survey period.
Positive Assurance taken	Decisions taken
BAF Risk (ref) • 09-PCC- Workforce Culture, Capability & Sustainability (Capacity) People Strategy Strategy Delivery Plan - PCC received the People and Culture Strategy Delivery Plan performance report and welcomed the strengthened approach to monitoring delivery against the Trust’s strategic workforce priorities. The Committee received assurance regarding the overall reporting framework and requested a review of the RAG ratings relating to the workforce temporary staffing measures to ensure they appropriately reflect performance and risk. Workforce Culture Equality Delivery System - PCC received assurance on completion of the Equality Delivery System (EDS) assessment. The Committee welcomed the progress made and the evidence supporting the assessment. PCC received moderate assurance regarding the Trust’s continuous improvement methodology and the capacity and resources available to sustain delivery and demonstrate ongoing improvement over the assessment cycle. Employee Relations - PCC received assurance regarding the governance and oversight of Employee Relations case management. The Committee noted that a small number of complex matters requiring external agency involvement continue to be managed through established governance arrangements and received assurance that appropriate oversight is in place.	

Lord Mann Review - PCC received the findings and recommendations arising from the Lord Mann Review. The Committee supported the proposed implementation plan and governance arrangements and received assurance that appropriate oversight arrangements are in place to monitor delivery. Maternity Improvement - PCC received an update from the Deputy Chief Nurse on progress against the Baroness Amos recommendations and associated improvement programme. The Committee received assurance that appropriate actions and governance arrangements are in place to support delivery. NHS Staff Survey - PCC received assurance on the governance and arrangements supporting delivery of the 2026 NHS Staff Survey. The Committee received moderate assurance regarding the potential impact of reducing response rates seen in 2025 and wider national trends in staff experience, recognising the importance of maintaining engagement throughout the survey period. Freedom to Speak Up - PCC received the Freedom to Speak Up report and received assurance regarding the effectiveness of the Trust’s speaking up arrangements. The Committee received moderate assurance regarding the maturity of data analysis and insight, recognising the opportunity to strengthen thematic reporting to better inform organisational learning and improvement. Workforce Capacity Band 5 to 6 Rebanding - PCC received assurance regarding the governance, methodology and process supporting the Band 5 to 6 rebanding review. The Committee noted the potential financial implications arising from the outcome and requested that these continue to be monitored through the Trust’s financial and workforce governance arrangements. No changes to any BAF ratings based upon materials received.	
Items recommended for Board approval:	
None	
Items referred to other committees:	
None	

SIGNIFICANT ASSURANCE	Clear understanding of the issues with a robust, deliverable plan which will achieve the required outcomes. Only insignificant residual risk. There may be external evidence to corroborate this view
MODERATE ASSURANCE	Good understanding of the issues, a clear plan with timescales that are credible and deliverable but some action still required. The residual risk is more than insignificant
LIMITED ASSURANCE	Recognised material weaknesses which may be incomplete understanding of the issues or an action plan which is not comprehensive, credible or deliverable. A significant amount of residual risk remains
NO ASSURANCE	A fundamental failure to understand the issues. An action plan is inadequate with fundamental gaps, weaknesses or breakdown in compliance. A significant of residual risk remains and immediate action is required