

Key Issues Report
Issues for referral to reporting Committee/Group

Originating Committee/Group and meeting date:	People and Organisational Development Committee – 15 May 2026
Chair:	Karen Sinnott, Non-Executive Director
Lead Executive Director (as appropriate):	Kate Read, Chief People Officer

Subject	Details of Issue	Action*
Executive Group Reports	EDI Strategic Reference Group - An update was received from the EDI Strategic Reference Group. The next Steering Group meeting is scheduled for July 2026, with Tracy Dowling acting as interim Chair following the departure of Hussein Khatib. The terms of reference are currently being reviewed. Faculty of Education Steering Group - An update was received from the Faculty of Education Steering Group. Members noted the changing education and workforce landscape, including the impact of future changes to medical education and training, together with the potential expansion of training posts. Progress continues AHP programmes, with a particular focus on enhanced and advanced practice. In addition, positive feedback has been received regarding the Structured Orientation and Upskilling Programme for nurses. The Committee also noted the success of the Purple Flag initiative, which was piloted at ESNEFT and is now being adopted regionally and nationally as an exemplar. The initiative enables nursing students to raise concerns relating to quality and safety and supports real-time triangulation of patient risk on wards. Further positive developments include ongoing contributions from the apprenticeship programme, the formal integration of research within the Faculty of Education, and continued ambition to strengthen the Trust's research portfolio.	Assurance

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Board Assurance Framework (BAF)	The Committee reviewed the annual deep dive on the workforce attraction and retention risk. Risk remains at target (score 8) with no gaps in controls or assurance. However, emerging risks linked to workforce re-profiling (including technological change, evolving workforce expectations and system-wide service shifts) were highlighted and will require further development in future BAF iterations.	Assurance
Workforce report	The Committee noted positive workforce performance, with low vacancy and turnover rates supported by successful recruitment and career development initiatives. Members received an update on the Smarter Support Services Programme, a significant multi-year transformation programme aimed at delivering efficiencies through service redesign, centralisation, standardisation and automation, while supporting workforce development. The Committee discussed ongoing challenges relating to temporary staffing expenditure, particularly within medical staffing, and emphasised the importance of strengthening controls and delivering planned improvements.	Assurance
National Staff Survey	The Committee received an update on the National Staff Survey, noting improved overall response rates and a strengthened approach to triangulating survey findings with wider workforce data, including retention, Freedom to Speak Up and equality indicators. Members welcomed the focus on team-level accountability, with around 260 tailored reports provided to leaders to support local discussion and action planning. The importance of learning from high-performing teams and taking a more targeted approach to areas with lower engagement was also highlighted.	Assurance
Resident Doctor 10-Point Plan	Full compliance with the national standards has been achieved, with ongoing focus on further enhancing the working environment and experience of resident doctors.	Assurance

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EDI Data	The Workforce Disability and Workforce Race equality standard data submission was approved on behalf of the Board for submission to NHS England. The committee noted improvements in race equality metrics, including increased BAME representation and evidence of narrowing recruitment gaps. The committee supported the recommendation that further work is required to strengthen inclusive recruitment and workplace adjustments.	Assurance
Consultant Job Planning	Progress is being made in improving consultant job planning compliance and strengthening governance arrangements, with further review scheduled to monitor delivery and quality of the process.	Assurance
Leadership Development	Leadership development continues to expand across the organisation through a clear and accessible framework, with strong engagement in development programmes and a growing focus on leadership onboarding, career development and succession planning. While recognising that the full impact on culture, staff experience and organisational performance will take time to evidence, members supported the continued investment in leadership capability as a key enabler of long-term organisational success.	Assurance

*Key:		Approval	Positive action required regarding an item of business or support for a decision
Escalation	Support/decision required by reporting committee to resolve an issue within its remit	Alert	Proactive notification of subject matter/risk that reporting committee is currently dealing with or mitigating which may require future action/decision
Assurance	Evidence or information to demonstrate that appropriate action is being taken within a reporting committee's remit	Information	No action required. Reporting to update on discussion within a reporting committee's remit