

Cover Sheet

Council of Governors Meeting: Thursday 24 September 2026

CoG2026.14

Title: **Performance, Workforce and Finance Committee Report**

Status: **For Information**

History: **Report from PWF to Council**

Lead: **Committee Chair**

Author: **Joan Adegoke, Corporate Governance Officer**

Confidential: **No**

Key Purpose: **Assurance**

Performance, Workforce and Finance Committee Report

1. Purpose

- 1.1. This paper forms part of the Performance, Workforce and Finance Committee's regular reporting to Council of Governors, providing Council with a summarised report highlighting key Committee business and issues arising from its meetings.

2. Background

- 2.1. The remit of the Committee is to consider, for the Council of Governors, matters concerning the performance of the Trust against key standards and how the Trust's Board of Directors obtains assurance about this; matters concerning the planning and development of the Trust's workforce and how the Trust's Board of Directors obtains assurance about this; and matters concerning the Trust's financial position and planning and how its Board of Directors obtains assurance about this.
- 2.2. Since the last meeting of the Council of Governors the Committee held a meeting on 10 July 2026 where the Committee reviewed its assurance role in relation to matters of significant public interest, including maternity-related reports and reviews, and emphasised the importance of coordinated scrutiny with the Patient Experience, Membership and Quality Committee.
- 2.3. Members also noted forthcoming discussions regarding the Amos Report and agreed that Governor scrutiny should focus on obtaining assurance that identified concerns were fully understood and appropriately addressed.

3. Non-Executive Director Introduction and Priorities

- 3.1. The Committee received an introduction from a newly appointed Non-Executive Director, who outlined their professional background and identified three priority areas: long-term workforce planning and development, staff engagement and organisational culture, and organisational design to support future strategic transformation.
- 3.2. The Committee noted the emphasis on sustainable workforce planning, including talent attraction, development and retention, together with a commitment to understanding the factors influencing staff engagement and organisational culture. Members welcomed this focus and highlighted the importance of workforce considerations in shaping the Trust's future strategy. It was noted that workforce and digital transformation had already emerged as key themes in Board discussions on the Trust's strategic direction.

4. Workforce Productivity and Establishment Reviews

- 4.1. The Committee considered questions from Governors regarding workforce productivity, resource utilisation and workforce establishment reviews across clinical and non-clinical services.
- 4.2. The Committee was advised that the Board received comprehensive workforce reporting covering safe staffing, workforce availability, sickness absence, turnover, appraisal compliance and workforce risks, providing assurance on workforce performance and capacity. Governors welcomed the breadth of information available but sought further assurance on how productivity and effectiveness were measured, particularly within corporate and support functions.
- 4.3. The Committee discussed the importance of understanding both workforce numbers and the effectiveness of staff deployment, including ensuring that establishment levels were aligned to workload, service need and organisational priorities. acknowledged the importance of this issue and agreed that further consideration of productivity measures within non-clinical services would be beneficial.
- 4.4. The Committee heard that workforce establishment reviews had been undertaken across a number of staff groups during the previous year, including administrative and clerical services. These reviews considered staffing levels, service requirements, organisational effectiveness and opportunities for improved efficiency. Members noted that benchmarking through Model Hospital data was routinely used to compare workforce metrics with peer organisations and that several corporate functions compared favourably with similar trusts.
- 4.5. The Committee also noted that workforce reviews increasingly incorporate service redesign, digital enablement and multidisciplinary workforce planning to ensure staffing models remain aligned to current and future service requirements.

5. Digital Infrastructure, Information Technology and Artificial Intelligence

- 5.1. The Committee received an introduction from a second newly appointed Non-Executive Director, who outlined his professional background and demonstrated considerable expertise in digital transformation, technology governance and artificial intelligence, drawing on extensive strategic and operational experience in leading digital change programmes.
- 5.2. The Committee considered Governors' questions relating to digital infrastructure, information technology and artificial intelligence (AI), with discussion focused on these key areas.

- 5.3. The Committee highlighted the importance of reliable core IT infrastructure in supporting clinical services, productivity and patient experience. The Committee was advised that significant investment was underway to improve network capacity, connectivity and system reliability, with progress already made in addressing key infrastructure challenges.
- 5.4. The discussion also considered the opportunities and risks associated with Artificial Intelligence (AI). Members noted that successful adoption required clear service objectives, effective process redesign and robust governance arrangements. Assurance was provided that appropriate oversight was in place to support the safe, ethical and financially sustainable implementation of AI technologies.
- 5.5. The Committee noted that AI-enabled solutions were already used in some specialist services and that Ambient Voice Technology (AVT) to reduce clinicians' administrative workload was being progressed following evaluation.
- 5.6. The Committee heard about the Trust's engagement with national digital networks and recognised AI as a significant opportunity, subject to strong governance, clear accountability and appropriate investment. Digital infrastructure and AI adoption would remain key areas for ongoing scrutiny and assurance.

6. Recommendations

- 6.1. The Council is asked to note this report.