

**People & Culture Committee
Chairs Summary Report**

**Public Board
29 January 2026**

Presented for:	Alert, Advice and Assurance
Presented by:	Amanda Stainton, Non-Executive Director, Chair of the People & Culture Committee
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List of meeting dates:	14 January 2026

Link to Strategic Objective	Support and develop our people
Link to Provider Capability Assessment	People and culture
Link to CQC Well-led Statement	Shared Direction and Culture Capable, Compassionate and Inclusive Leaders Workforce Equality, Diversity and Inclusion
Regulatory Impact	Regulation 17: Good governance

Key points:	
This report provides a summary of the key highlights from the People and Culture (P&C) Committee meeting and seeks to alert, advice and provide assurance to the Board on the areas discussed.	Alert, Advice and Assurance

<u>Risk Appetite Framework</u>			
Level 1 Risk	Level 2 Risks	(Risk Appetite Scale)	Impact
Workforce Risk	Workforce Supply Risk - We will deliver safe and effective patient care through having adequate systems and processes in place to ensure the Trust has access to appropriate levels of workforce supply.	Cautious	Moving Towards
Workforce Risk	Workforce Deployment Risk - We will deliver safe and effective patient care through the deployment of resources with the right mix of skills and capacity to do what is required.	Cautious	Moving Towards
Workforce Risk	Workforce Retention Risk - We will deliver safe and effective patient care, through supporting the training, development and H&WB of our staff to retain the appropriate level of resource to continue to meet the patient demand for our clinical services	Cautious	Moving Towards
Workforce Risk	Workforce Performance Risk - We will deliver safe and effective patient care through having the right systems and processes in place to manage performance of our workforce.	Cautious	Moving Towards

1. Introduction

Following its last meeting the Committee has considered significant issues and key areas to highlight to the Board under three key categories Alert, Advice, Assurance (AAA):

- Alert - areas which the Committee wishes to escalate as potential areas of non-compliance, which need addressing urgently, or that it is felt the Board should be sighted on.
- Advice - any new areas of monitoring or existing monitoring where an update has been provided to the Committee and there are new developments.
- Assurance - specific areas of assurance received warranting mention to Board.

2. Alert

- The Committee received an escalation from the Audit Committee regarding the findings of the Inclusive Recruitment Internal Audit Review and received assurance that the recommendations regarding the definition of inclusive recruitment would be reflected in the wider 'Inclusion and Belonging' portfolio work.
- The Committee reviewed the latest performance across several key workforce metrics with a focus on CSUs rated Red and the discussion reflecting the action required to support CSUs to achieve a Green rating. Assurance was received on the additional support being provided via HR. The Committee explored the lack of assurances of accountability and delivery against action plans by the Leadership of CSUs. It was noted that this was linked to the ongoing work by the Executive Team in redrafting the CSU Accountability Framework, which would report to the Board.

Overall Adult Resuscitation Mandatory Training compliance was 89%; however, four modules were highlighted as Red. Notably, the lack of compliance within Paediatric Resuscitation Training which was also highlighted by the CQC and escalated to the November Board meeting. The Committee was informed of the redesign of the training module to support accessibility which had resulted in the training being condensed into a shorter session and the Committee sought further assurance on the timeline for compliance to be recovered, and on the rationale for condensing the training to ensure this was appropriate and required information was able to be delivered within this period. **[post-meeting assurance was received that the Medical Directors for Workforce and Governance and Risk had confirmed that the shortened Paediatric Resuscitation training module was sufficient to ensure staff competence. They had completed a full review of all colleagues who were required to complete this mandatory training and everyone who needs to be compliant would be rostered to complete the module by 27 February 2026]**

The Committee received an update on the Workforce Planning position against the 2025/2026 reduction of WTE Plan. It should be noted that the Trust was not delivering against this plan, and the Committee explored the cause and rationale of this. Increased acuity and length of additional wards opening were noted, and the impact of Industrial Action was also recognised. This information was triangulated with the findings on vacancy control by Internal Audit. The Committee was not assured of the Trust's ability to achieve against this plan during Q4 and there was wider consideration of the need to ensure realistic WRP targets. Assurance was received by the Executive Team of the planning process, which had commenced for the incoming year.

3. Advice

- The Committee reviewed the annual response of the Trust against the NHS Equality Diversity System requirements, which was due for publication by 28 February 2026. The Trust compared favourably to national characteristics however, the Committee agreed an action to better represent areas of learning within the narrative of the report. Delegated authority was authorised for these amendments to be approved by the P&C Chair and the Senior Independent Director prior to publication.
- The Committee received an update on progress and future plans against the Inclusion and Belonging portfolio work; this work incorporates several aspects and would include a reset of the Leeds Way values. The Committee recognised that Communications would play a key role in this work to be able to articulate to, and engage with, staff on the improvements being made. Further details will be provided to the Board via the report at agenda item 11.2.
- The Committee received an update on the experience of Radiology Apprenticeships. It was noted that the funding for Level 7 Leadership Apprenticeships had come to an end and there would be changes to future apprenticeship models.
- The Committee received an update on the Improving the Working Lives of Doctors in Training programme (this was a mandated 10-point plan which aimed to improve the conditions of work for resident doctors). An annual update will be presented directly to the Board to summarise progress however, the Board should note the requirement of two named leads which were confirmed as Dr Patrick Coughlin and Dr Josh Woodcock as the named Resident Doctor Leads, with Magnus Harrison, Chief Medical Officer as the named Board Lead. An action to improve the effectiveness of communications on the improvements implemented with resident doctors was noted.

4. Assurance

- An update was received on the Medical and Dental Optimisation Programme, with the Committee noting the appointment of a Lead Clinician to this work to increase CSU engagement. This programme was supporting the achievement of a £2M waste reduction within medical spend, which included the introduction of an electronic job planning system, and a review of job plans to release more time to care. The need for further communication to increase engagement was highlighted as a priority, however the Committee did recognise the improvements in the job planning process. The update included triangulation against the waste reduction programme with positive assurance on the focus within this area. It was noted that the Job Planning Policy was scheduled to be approved and published by the end of March 2026.
- An update was received against the staff Influenza vaccination campaign; within the internal offering, 53% of frontline staff had been vaccinated with an aim to achieve 55% by the end of January 2026. Assurance was received on the supporting communication plan and in the set-up of drop-in facilities in addition to the vaccination clinics. A Lessons Learnt process was scheduled for February to identify and take forward learning into the 2026 vaccination programme.

5. Risk review

The risk of compliance within Mandatory Training was recognised, and it is noted that the Trust is unlikely to achieve its internal annual workforce plan (with the Committee noting the mitigations to this position). Currently, there are no proposed changes to the risk appetite related to workforce.

6. Recommendation

The Board are asked to receive and note the content of this report and be assured that the People and Culture Committee is fulfilling its assurance function as delegated from the Board and as defined within its Terms of Reference.