



**The Leeds
Teaching Hospitals**
NHS Trust

People and Culture Committee Chairs Summary Report

**Public Board
28 May 2026**

Presented for:	Alert, Advice and Assurance
Presented by:	Amanda Stainton, Non-Executive Director, Chair of the People & Culture Committee
Author(s):	Amanda Stainton, Non-Executive Director and Wisdom Echefula, Governance Officer
List of meeting dates:	9 April 2026

Freedom of Information Act (FOIA) Exemption	<input type="checkbox"/> YES (restricted from the FOIA) <input checked="" type="checkbox"/> NO (available to the public under the FOIA)
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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 extraordinary 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 update on the Resident Doctors' industrial action which represented the 15th instance of industrial action. The Committee considered the Trust's operational preparedness and the arrangements in place to maintain appropriate clinical cover, noting the potential for a recurring four-weekly cycle of industrial action.

3. Advice

- The Committee received assurance on the implementation of the Applicant Tracking System (ATS), noting its successful implementation and transition from the NHS Jobs platform and integration of recruitment and onboarding processes into a single system. The Committee recognised the benefits in improving accessibility, functionality, reporting capability and time-to-hire, alongside a structured phased rollout supported by training, communications and helpdesk provision. It noted that the programme was cost neutral, underpinned by robust PMO governance and aligned with inclusive recruitment objectives. The Committee welcomed the progress made, including the establishment of KPIs and dashboards to support ongoing performance oversight, and noted that further work would focus on optimisation of system benefits and review of lessons learned.
- The Committee received a Colleague (Staff) Story update that outlined the rollout of the Scope for Growth framework within the Cardiorespiratory CSU in the Trust to support career development and staff experience. The Committee noted positive early engagement and benefits, including improved career conversations and development outcomes. The Committee commended the initiative and its alignment with retention and leadership priorities, while highlighting the need to demonstrate measurable impact, ensure scalability, strengthen local HR support, and address gender imbalance. A follow-up review was recommended to assess outcomes.
- The Committee resolved to recommend a change to the Committee's title from the "People and Culture Committee" to the "People Committee" The Committee accordingly sought the approval of the Board to implement the proposed change in accordance with the Trust's governance requirements and constitutional processes.

4. Assurance

- The Committee received assurance on the development and implementation of the Performance Improvement Framework (PIF), noting its role in strengthening workforce intelligence, benchmarking performance and informing targeted interventions across CSUs. Key workforce metrics and Level 2 data were highlighted as enabling deeper insight and supporting triangulation with wider organisational data through the Integrated Accountability Framework. The Committee noted emerging priority areas, including local induction, appraisal, sickness absence and workforce availability, alongside actions to address variation and improve performance. While progress was acknowledged, concerns were raised regarding management capacity, data ownership and the effectiveness of escalation processes. It was agreed that further work was required to clarify escalation arrangements, with an update to be provided, and the Committee maintained oversight of delivery and impact.
- The Committee received assurance on colleague burnout and Occupational Health, noting no statistically significant increase in burnout indicators and progress against agreed actions, including improvements to risk assessment processes and wellbeing conversations, with leadership development ongoing. The Committee noted strong Occupational Health performance overall, alongside emerging challenges in referral timeliness, for which further review was underway. Workforce metrics indicated sickness absence below national and regional averages; however, variation across CSUs, increasing variable pay, and disparities linked to staff group and deprivation were highlighted as areas of concern. The Committee emphasised the need for consistent policy application, improved management capability, enhanced data visibility, and clearer accountability arrangements. It also noted ongoing work to address inequalities, review processes, and strengthen workforce support, with further analysis to be presented for continued assurance.

5. Risk review

There was no risk to highlight from the meeting.

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.