

**People & Culture Committee
Chairs Summary Report**

**Public Board
26 March 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:	11 March 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

Risk Appetite Framework			
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. Advice

- The Committee received an update on the review of the Trust's organisational values. Discussion highlighted that values should clearly reflect "who we are," be simple, and supported by meaningful action. Research and engagement identified key themes including the Power of Distinctiveness, closing the Say-Do Gap, and Decision Heuristics, with recurring themes of compassion, kindness, teamwork, and inclusivity. Emerging proposals focused on an identity-led values framework aligned with the Trust strategy. The Committee emphasised building on existing Leeds Way values, ensuring strong staff involvement, maintaining motivation, and embedding values that support inclusivity, strategy, and a culture of belonging for a diverse workforce, including newer colleagues. The Committee supported the direction of travel and requested regular progress updates to the Committee and the Board.
- The Committee received the 2025 NHS Staff Survey results, noting a 47% response rate from over 10,000 colleagues, broadly consistent with the national average. The staff engagement score was 6.7, a slight decrease from 6.9 in 2024, with declines noted across several People Promise themes, particularly "We each have a voice that counts," and variation in "We are a team," including aspects of inclusion and teamwork. While overall results remained broadly aligned with national averages, areas performing above average included career development, satisfaction with standards of care, intention to remain with the organisation, and appraisal completion, with lower performance in areas such as access to resources, enthusiasm for work, and perceived value of appraisals. The Committee noted the identified Trust-wide priorities, including acting on concerns, wellbeing, supporting line managers, improving the appraisal process, and targeted support for Clinical Service Units. The Committee also noted the planned next steps to support services in using the findings within workforce action plans and that the full results would be presented to the Board for further assurance
- The Committee received an update on the Trust's inclusion and belonging programme, noting that a revised paper would be presented to the Trust Board to more fully reflect findings from the Care Quality Commission Well-led review, the ENEI review, and the Maternity Safety Support Programme. The Committee acknowledged the proposed shift from a compliance-based Equality, Diversity and Inclusion approach towards a focus on behaviours and colleague experience, aligning with the NHS Equality, Diversity and Inclusion High Impact Actions. A structured programme of actions and oversight arrangements is in place to facilitate this transition. Plans for a Trust-wide Year of Equity celebration in November 2026, which will include engagement with staff networks and recognition of the 10-year anniversary of the Trust's Black and Minority Ethnic network, were also noted. The

Committee welcomed the progress made and supported the objectives to be presented to the Board.

- The Committee received and approved the proposed People Improvement Framework (PIF) a revised approach to workforce metrics, designed to provide a clear overview of workforce performance across Clinical Service Units and Corporate Functions and enable targeted support where required. The framework will use a defined set of metrics with monthly quintile rankings to identify areas of sustained strong performance and areas requiring focused improvement, with the People Function providing support through Operational Workforce Action Plans. The Committee noted that the metrics will contribute to the Joint Accountability Framework, allowing workforce data to be considered alongside wider organisational performance indicators. Members welcomed the simplified approach to workforce oversight and emphasised the importance of using the metrics to support improvement actions. The Committee requested assurance updates where a CSU remains in quintile 5 for six months and progress updates where quintile 1 performance is sustained for six months.

3. Assurance

- The Committee received an update on developments within the Trust's People Function, including national, regional and organisational matters. This included recent guidance from the Equality and Human Rights Commission following the Equality Act 2010 and the Supreme Court of the United Kingdom ruling on the definition of sex, alongside national updates on the Agenda for Change pay uplift, the forthcoming 10-year workforce plan and emerging workforce policy developments. Updates were also noted on proposed changes relating to medical workforce recruitment, apprenticeship funding and the development of a national leadership and management framework. Regionally, correspondence regarding workforce and financial planning was highlighted, including absence targets and workforce growth considerations. The Committee also noted ongoing industrial action affecting perioperative services and received an update on progress with the Moving Forward Programme, supporting the overall direction of travel.

4. Risk review

There was no risk to highlight from the meeting.

5. 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.