

**Agenda item 3.v**

<b>Report to:</b>	<b>Board of Directors</b>	<b>Date: 29<sup>th</sup> January 2026</b>
<b>Report from:</b>	<b>Chair of the Workforce Committee</b> Part 1 Amanda Fadero	
<b>Principal Objective/ Strategy and Title</b>	<b>GOVERNANCE:</b> <b>To update the Board on discussions at the Workforce Committee</b>	
<b>Board Assurance Framework Entries</b>	<b>BAF</b>	
<b>Regulatory Requirement</b>	Well Led/Code of Governance:	
<b>Equality Considerations</b>	To have clear and effective processes for assurance of Committee risks	
<b>Key Risks</b>	None believed to apply	
<b>For:</b>	Insufficient information or understanding to provide assurance to the Board	

**Purpose**

This report provides an update to the Board on key discussions, assurances, and areas of focus considered by the Workforce Committee as part of the organisation's governance framework.

**1. Issues of Interest to the Board**

**1.1 Board Assurance Framework.** The Committee reviewed the Board Assurance Framework (BAF), with a particular focus on risk 3733. In light of the recent increase in the finance risk rating, the Committee recommends increasing the workforce-related risk (3733) to a rating of 16. This will be reviewed again once the annual plan is agreed, to assess whether financial risks linked to workforce pressures have reduced.

**1.2 Staff Story.** The Committee received a staff story from Holly Le Wintone, Senior Clinical Physiologist and winner of the 2025 Leadership Award. Holly has worked at the Royal Papworth Hospital for six years and progressed into a leadership role. She reflected on the challenges of balancing significant clinical responsibilities with supporting her team, and her leadership—characterised by humility, compassion, integrity, and collaboration—was highlighted as exemplary. She also described initiatives that improved openness and culture within her team, including mechanisms enabling junior staff to raise concerns.

**1.3 Workforce Director's Report.** The Workforce Director's report outlined extensive ongoing work across the organisation and progress against workforce priorities. Three key areas were discussed: dashboards, attendance management, and the launch of new leadership development programmes.

• **ESR Managers Dashboard & Qlik Dashboards:** A live demonstration showcased real-time insight into appraisals, mandatory training, flexible working, conflicts of interest, fit testing, and staff survey performance. Staff survey dashboards will launch within two to three weeks, providing four years of trend data.

• **Attendance Management (STA Division):** The Committee noted improvements in attendance management, especially in Critical Care, where engagement from Sisters has strengthened. While sickness absence remains a concern, the senior teams confidence and engagement with the project to reduce absence are evident.

• **Leadership Development Programme:** Details were presented on new leadership programmes, including Fundamentals for Line Managers, the Line Manager Series, and the seven-module Leadership & Management Development Programme (LMDP). The first cohort will begin in April 2026.

1.4 **Internal Audit – Job Evaluation.** The audit demonstrated strong progress and proactive management of job evaluation processes over the past year. **Assured**

1.5 **Resident Doctors 10-Point Plan.** The Committee received the plan, which had previously been reviewed by the Board. **Partial Assurance**

1.6 **Medical Appraisals.** The Committee received assurance that the quality of medical appraisals is of a high standard, supported by evidence and Committee discussion. **Assured**

1.7 **Education.** The Committee reviewed the latest NHSE self-assessment, supported by a comprehensive suite of evidence demonstrating compliance with educational requirements. **Assured**

1.8 **Oliver McGowan Training.**  
The Trust remains non-compliant with Level 2 training, consistent across other providers and several ICB's. There are a number of financial and organisational challenges to delivering the training in the way required. The Committee agreed that key staff should complete the training before March, and collaboration across the ICB remains essential to establishing a plan for 2026/27. **Not Assured**

1.9 **Workforce Strategy Development (2026–2031).** The Committee agreed to maintain the current strategy to allow the incoming Chief People Officer to present a new development timeline and approach, expected in May.

2.10 **PIPR.** No issues were raised.

**Acknowledgement.** The Committee expressed gratitude to Oonagh Monkhouse for her exceptional leadership, her commitment to improving staff experience, and her contributions to strategy and workforce improvement over the past three years.