



TRUST BOARD / SLT COVER SHEET

	<i>The cover sheet purpose is to provide the Trust Board/Committee with a clear summary of the paper being presented, how it impacts on the people we serve, key matters for attention and the ask of the Trust Board/Committee</i> <i>The Accountable Director must satisfy themselves that the cover sheet is accurate and fully reflects the paper. The expectation is that the Accountable Director has read and agreed the content of both the cover sheet and paper.</i>	
Meeting and Date of meeting	<i>Trust Board</i> <i>24 September 2026</i>	
Title of paper	<i>People Framework 2026 – 2030</i>	
Accountable Director	Name	<i>Vivienne Toal</i>
	Position	<i>Director of HROD</i>
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This paper sits within the Trust Board role of:	<i>Culture</i>	
This paper is presented for:	<i>Approval</i> <i>(Notes on completion at end of document)</i>	
Links to Trust Strategic Priorities 	☒	<i>Collaborative Working</i>
	☒	<i>Learning Organisation</i>
	☒	<i>Safety, Quality & Experience</i>
	☐	<i>Community First</i>
	☐	<i>Whole-Life Approach</i>

1. Reason for Presentation of Paper / Report

One of the Trust's key strategic priorities is to develop and launch our revised **People Framework 2026-2030** in line with our Vision and Strategy 2030 and identify directorate action to support delivery of our strategic priorities.

Work has been completed on refreshing the Trust's People Framework for 2026–2030, and is presented to Trust Board for approval.

2. Detailed summary of paper contents:

The refresh has been informed by staff feedback, operational learning during the implementation of encompass, and internal audit findings relating to the management and oversight of delivery of the previous Framework.



SHSCT - People
Framework 2026-2030

What has stayed the same

The refreshed Framework intentionally retains continuity with the 2022–2025 People Framework, including:

- The three People Priorities: **Wellbeing, Belonging and Growing**
- Alignment with Vision and Strategy 2030 and regional frameworks

What has changed

In response to both operational experience and the findings of internal audit, the refreshed Framework places clearer emphasis on:

- **Explicit ownership and delivery:** The Framework clearly distinguishes between long-term cultural intent and annual delivery plans, addressing previous gaps in oversight and reporting highlighted in the audit.
- **Protecting what matters under pressure:** The Framework explicitly sets out the conditions the Trust commits to protecting, including relationships, psychological safety, dignity, team functioning and time for learning – recognising the risks of erosion during sustained pressure.
- **Collective leadership:** Leadership responsibility is framed as sitting at all levels, with an explicit expectation of consistent modelling and ownership across Directorates.
- **Staff listening and follow-through:** The Framework sets out a deliberate approach to listening and measurement, recognising learning from the 2024 pulse survey and the risk of undertaking engagement activity without visible action.

- **Digital transformation:** The impact of system and digital change is explicitly recognised, with a focus on supporting staff and reducing burden rather than adding pressure.

Assurance and Measurement

In direct response to audit findings regarding monitoring and assurance:

- The Framework confirms **2024/25 as the baseline year** because of the timing of the Trust's pulse survey.
- It establishes a **balanced and proportionate measurement approach**, combining staff experience insight, workforce metrics and qualitative intelligence. People and Culture Committee will be asked to consider and sign off our approach to measurement as their December meeting.
- It avoids rigid survey commitments, instead prioritising purposeful listening linked to action
- Delivery will be supported through agreed People Framework reporting arrangements (including development of a People Dashboard) and reporting through existing governance arrangements, including the People and Culture Committee.

3. Areas of improvement/achievement:

The refresh has also been informed by the themes emerging from Internal Audit.

We have reflected on the need for stronger oversight, clearer monitoring arrangements, more visible links between listening and action, and clearer ownership of delivery. The refreshed Framework seeks to respond to each of these themes.

In particular, we have been careful to distinguish between the role of the Framework itself and the role of governance, reporting and delivery arrangements which will support implementation."

Whilst the audit provided Limited Assurance, it also recognised the significant range of wellbeing, recognition and development initiatives that were in place across the Trust. The key learning related less to activity and more to oversight, visibility, monitoring and follow-through. Those are the areas we have deliberately sought to strengthen.

Trust Board is asked to approve the refreshed People Framework 26-30 noting SLT and People and Culture Committee approval and endorsement

4. Areas of concern/risk/challenge:

- There is a risk that responsibility for delivery is perceived as sitting solely within HROD rather than being owned collectively across Directorates.

Leadership ownership and delivery at Directorate level – the focus on our people priorities can reduce when operational pressure increases.	
5. Impact on Statutory Duties: Provide details on the impact of the following and how.	
<i>Financial Impact</i>	<i>Safety and Quality Impact</i>
No, there are no Financial Impacts	Yes, there are Quality, Safety or Experience Impacts
6. Risk Assessment (Risk level and state if a risk assessment be completed)	
<i>Not applicable</i>	
7. Other Business Intelligence/data (If appropriate)	
<i>Not applicable</i>	
8. Impact: Provide details on the impact of the following and how. If this is N/A you should explain why this is an appropriate response.	
Corporate Risk Register	Successful delivery of the actions associated with our People Framework is fundamental to reducing our people risk – by growing our workforce, improving their health and wellbeing, and ensuring their sense of belonging in our Trust. Ultimately, this supports the delivery of safe, high-quality care
Board Assurance Framework	
Equality and Human Rights	Our People Priority of 'belonging' seeks to achieve an inclusive and diverse workforce as a key outcome.

Trust Board Role Fulfilment

Strategy	<i>Papers in this category should address forward-looking priorities, long-term objectives, or service transformation. These are typically focused on shaping the future of the organisation and will often involve decisions on direction, investment, or innovation.</i>
Culture	<i>These papers aim to influence or reflect the values, behaviours, and staff or patient experiences within HSC. They may relate to</i>

	<i>leadership development, equality, diversity and inclusion, staff engagement, or initiatives intended to reinforce our organisational ethos.</i>
Accountability	<i>Papers falling into this area relate to governance, assurance, performance monitoring, compliance, and risk. They provide evidence that responsibilities are being fulfilled, standards are being met, and corrective actions are being taken where necessary.</i>

Reasons for Paper Presentation

Approval	<i>Used when an item requires a formal agreement or endorsement by the meeting / committee members. Examples are approving minutes, budgets, proposals or policies.</i>
Assurance	<i>Used when an item can be measured against a certain criteria / standard. Examples are a project is on course with delivery or financial targets are being met.</i>
Information	<i>Used when an item is presented for the purpose of updating or informing the attendees without requiring a decision or action, such as reports, updates, or announcements.</i>
Discussion	<i>Used when an item is listed primarily for open discussion, brainstorming or gathering input from the members without requiring an immediate decision.</i>