

Northern Health and Social Care Trust Feedback Report to Trust Board

Report from:	TeamNORTH People & Culture Committee
Author of Report:	Paul Turley, Non-Executive Director
Lead Director:	Jacqui Reid, Executive Director of HR, OD & Corporate Communications
Presented By:	Paul Turley, Non-Executive Director
Date of Meeting:	26 th March 2026

Purpose

The purpose of this report is to provide a summary of the business undertaken by the TeamNORTH People & Culture Committee and to offer the views of and the advice of the Committee to Trust Board.

Strategic Objectives (select)

<i>Build Northern Partnerships and Integrate Care</i>	<i>Continue to improve Outcomes & Experience</i>	<i>Deliver value by optimising Resources</i>	<i>Nurture our people, enable our talent and build our Teams</i>	<i>Improve population Health and address health and social care inequalities</i>
			X	

Summary of Committee Business

A copy of the draft minutes of the Committee meeting are enclosed



2.0 DRAFT PC
Committee Minutes

A copy of the final minutes of the November 2025 meeting are enclosed



PC Committee
Minutes 11112025.p

Investors NI People (IIP) Report



3.1.0
Trust_Focus_IIP_220'

Culture Corners



3.1.1 Culture
Corners.pdf



3.3.1 Culture
Reports Summary De

We provide compassionate care with our community, in our community

Trust Board Reference Number: TB170/19/N

Single Start Date (SSD)



3.3.2 SSD
Presentation.pdf

Being Human & McBride Hill Report



3.3 Mc Bride Hill
Summary Report V2.

NHSCT Delivery / Outcomes of the People and Culture Plan



NHSCT People and
Culture FINAL REPOI

TeamNORTH People Report



4.0 PC- Team North
People Report _Feb2

Investors in People

The Trust has now been formally awarded Investors in People Silver following the recent organisational assessment. This represents a strong independent endorsement of the culture and systems we have in place for leading, supporting and developing our people.

The assessment also provides a clear, evidence-based view of how the culture and systems are being experienced day-to-day by our workforce. While many areas were recognised as strengths including commitment to values, staff dedication and supportive and encouraging line managers, IIP also identified consistent themes where the organisation needs to improve. These relate to recognising and rewarding our staff, communication, and how effectively people feel listened to, supported and developed, particularly for line managers.

These findings are based on confidential staff interviews (181 staff), and data analysis that includes the online staff survey (4,036 survey respondents) and the interrogation of Trust and divisional documentation, carried out independently by IIP.

Our next phase is focused on moving from accreditation to impact. IIP serves as a vital measurement tool, aiding in the development of improvement plans at both Trust and Divisional levels. It will facilitate the evaluation of the People and Culture plan while assisting divisions in pinpointing areas for enhancement at a more local level. Additionally, we are investigating methods to communicate the results and our responses back to staff in an open and meaningful manner.

Reports Approved by the Committee

Medical & Dental Education Annual Report: This report missed its place in the reporting cycle due to a change-over of Medical Director. It will be brought to the next People & Culture Committee and feedback provided to Trust Board in May.

Items for Escalation to Trust Board

1. **Extension of the People & Culture Plan**

Proposal to extend the People & Culture Plan 2023–2026 through to 2028 to align with the revised corporate planning timescales.

2. **Rising Absence Levels**

Recent data from the Corporate Dashboard shows that **sickness absence continues to rise**, with Trust performance sitting above target and demonstrating upward pressure. January 26 monthly absence figure was 8.85% and the January 26 cumulative absence figure was 8.21%.

These trends signal a continued deterioration in attendance that requires strengthened organisational focus and may necessitate additional mitigating actions.

3. **Workforce Vacancies**

From the *Team North People Report – Feb 2026*, the Trust-wide funded staffing level shows an **overall vacancy rate of 12.2%**, which has remained static since December 2024.

However, pressures are **significantly more acute in Community Care**, where vacancy levels remain exceptionally high at **approximately 40%**. This poses a material and ongoing risk to service delivery.

4. Given the scale and potential impact, the Committee advises that **Community Care vacancies may require escalation to the Corporate Risk Register** once a formal risk score is confirmed.

5. **Apprenticeships**

The Trust is exploring strategic approaches to apprenticeships, drawing on regional models, with the aim of increasing pathways and opportunities for young people.

6. **Social Care Workforce Strategy**

The Social Care Workforce Strategy is under review, including how the Trust will incorporate and implement its requirements.

7. **Single Start Date**

Implementation of a Trust monthly single start date begins on Tuesday 5th May 2026 and thereafter on the first Monday of each month (except on Bank Holidays when it will be moved to the following working day. This aligns with people and culture priorities to improve quality and consistency of employee experience.