

REPORTING TEMPLATE FOR FEED TO CULTURE AND GOVERNANCE OVERSIGHT GROUP (CGOG)

(NB report updated following CGOG meeting on 14 May 2026)

1. Date of CGOG Meeting where reporting template to be considered	11/05/26
2. Reporting from: Feed name (IE CSSG, People & Culture, Governance & Assurance, Medical Leadership)	People & Culture
3. Date of Meeting of Feed (if relevant)	
4. Lead Director for “feed”	Jennifer Welsh, Chief Executive

5. Recommendations within “Feed”
<ul style="list-style-type: none"> • Recommendations 3,4 and 5 from the Hill/McBride Report (see below) • Any “open” recommendations from DCO or Cardiac Surgery Groups pertaining to People & Culture will be captured in this “feed”. <p>The Belfast Trust should commit to the development of a comprehensive 5 year “People and Culture” Strategy (H/McB 3).</p> <p>In order to achieve this the Trust should:</p> <ul style="list-style-type: none"> • Engage in a meaningful engagement/listening exercise that includes all staff in setting out the ambition of the People and Culture strategy. • Communicate widely to staff that the People and Culture strategy will be co-designed and co-produced with them, agree a mechanism to “deal with the past”, and set up the structures within the organisation that facilitate involvement and engagement. • Devise meaningful accountability processes that reflect the central importance of the People and Culture strategy to the success of the organisation: <ul style="list-style-type: none"> ○ Create a NED chaired People and Culture Board Sub-Committee ○ Ensure that a reporting template provides updates from the People and Culture sub-committee to the Board, concerning people issues as a standing agenda item. ○ Devise metrics to monitor “culture” within the organisation. RQIA’s “Being Human” document may be helpful. • Create staff engagement groups throughout the organisation to feed “soft intelligence” into formal People and Culture reports. • Incorporate a clear plan to build capacity among those with management responsibilities to support them to manage and challenge inappropriate behaviours.

The Belfast Trust should review its Human Resource function considering structure, capacity and resourcing (H/McB 4).

In order to achieve this the Trust should:

- Undertake a formal analysis of need based on the aspirations of the People and Culture strategy and the appropriate prioritisation of people issues.
- Ensure that Human Resources is properly equipped with expertise and resources to undertake its function.
- Evaluate the need for Medical HR expertise and ensure that HR has meaningful oversight of all “people issues” involving medical staff including active involvement with the application of MHPS.
- Ensure that there is clear accountability for people issues at senior executive level to the Board.

The Belfast Trust should review, clarify and improve the mechanisms for staff to raise concerns (H/McB 5)

In order to achieve this the Trust should:

- Incorporate this as a central enabling tenet of the People and Culture strategy.
- Review and update all policies and procedures relevant to raising concerns – grievance raising, disciplinary procedures, conflict, bullying and harassment and whistleblowing.
- Provide clarification to staff on the circumstances in which whistleblowing is appropriate, and the external organisations they can approach if they do not trust internal processes.
- As part of the People and Culture strategy embed “Listening to staff as a cultural norm in the Belfast Trust”.
- Clarify the responsibility of line managers to listen to and to respond to staff who raise concerns.
- Introduce 360 review of managers as a standard part of annual appraisals and ensure that staff views are actively sought and provided without fear of identification or negative repercussions.

6. Summary Progress to date against “Feed” recommendations and colour coding for each

Development of a comprehensive 5 year “People and Culture” Strategy (H/McB 3). On Track

- Engagement with staff continues across the organisation
- To date, 200+ staff have taken the opportunity to share their views through the short feedback survey.
- Three townhalls have taken place to date (Two in-person and one virtual). A further four sessions have been scheduled throughout May.
- Once engagement is complete work will commence assimilate information and themes from all of the feedback mechanisms into a draft People and Culture Strategy.

Communicate widely to staff that the People and Culture strategy will be co-designed and co-produced with them, agree a mechanism to “deal with the past”, and set up the structures within the organisation that facilitate involvement and engagement On Track

- A range of communication strategies have been used to advertise the opportunities to inform the future People and Culture Strategy.
- Messaging via screen savers and all-use emails have emphasised opportunities for involvement and how staff and teams can contribute their views as the strategy is developed. Team-based discussions supported by an engagement pack, and Trust-wide Town Hall events with the Chief Executive planned throughout April and May.
- Further work is underway to consider appropriate mechanisms to acknowledge and address past experience using a restorative justice lens.

- A planning meeting has taken place between CEO, the NED who will chair new People and Culture Committee and Co-Directors of HR+OD with a view to hold first quarterly meeting in June 2026.
- The Trust's 2026 Staff Survey was launched on 1st May and will stay open throughout the month. Results from the survey will inform the development of local People and Culture plans as well as track progress of ongoing Culture change efforts. This includes matters relating to raising concerns.
- The Trust continues to contribute to the development of regional bodies of work that pertain to organisational culture including Strengthening Our Core, RQIA's Being Human Framework and the Being Open Framework.
- Internal consultation across the Trust on the draft Respect and Civility Framework and the draft Belfast Trust Being Open Matrix (for staff) has been completed and final changes are being made ahead of presentation to Exec Team and Trust Board in June.
- External consultation has now commenced through the formation of a Being Open Involvement Group with membership from Patients, Service Users and Carers. The group are tasked with ensuring the Trust's response to the DoH Being Open Framework meets the needs of the public. This work is likely to continue throughout 2026.

The Belfast Trust should review its Human Resource function considering structure, capacity and resourcing (H/McB 4). On Track

- The independent review of the HROD function has now concluded and planning is underway for the communication of the recommendations and associated actions.

The Belfast Trust should review, clarify and improve the mechanisms for staff to raise concerns (H/McB 5) On Track

- Developing the infrastructure, training and support mechanisms to enable staff to raise concerns will be a key component of our new People and Culture Strategy.
- Our Foundations of Leadership programme contains a curriculum on Openness where focus is given to the behaviours that leaders need to display to create the conditions for staff to speak up and raise concerns.
- All new starts attend a workshop on openness on their first day at the corporate welcome event. During this session staff are provided with written information on how to raise concerns.
- Four workshops were held with staff in October and December 2025 to seek feedback on the existing WB policy and procedure and to highlight areas of improvements.
- The Conflict Bullying and Harassment policy has been reviewed regionally and implemented within the Trust. The Disciplinary and Grievance policies are currently under review regionally and are in the final stages of consultation.
- Revision of the WB Advocates list has been undertaken and refresher training provided to those who will act in this capacity.
- Whistleblowing is now included in the New Manager Toolkit training.
- Staff views on leadership are actively and routinely captured through the annual staff engagement survey, where experiences of leadership are the basis for a number of questions, with results fed back at service and team level and are completely anonymous.
- Three Staff Experience metrics that relate to psychological safety 1) knowing how to raise concerns 2) feeling safe to raise concerns and 3) a belief that the organisation will act on concerns when raised have all increased over the past 5 years.
- Options to introduce 360° feedback for managers as part of the annual appraisal process are currently being explored by the Enhancing Leadership Assurance Group with a focus on ensuring the approach is supportive, constructive and scalable for those in formal leadership roles.

- Multiple Trust wide communications have been issued to encourage staff to speak up if they have a concern, how to do so, and the appropriate policy. These communications will continue on a rolling basis going forward.
- Discussions are ongoing regionally in relation to the Hill/McBride Freedom to Speak up recommendations. In addition, the Trust have undertaken benchmarking of other raising concerns services to help inform the future structure going forward.
- The Trust have increased the resources within the Whistleblowing team by an additional band 7 and band 4 on a temporary basis. The band 7 has been appointed and are in post. Despite multiple attempts the Trust have been unable to fill the band 4 vacancy to date. There has recently been approval to recruit these posts on a permanent basis which will help to bring stability to the team and help increase the ability to recruit the band 4 post

7. New risks identified, including controls and mitigating actions discussed

None

8. Issues requiring escalation to CGOG (if any) and actions proposed for consideration by CGOG

None

9. CGOG consideration of the Reporting Template

The Chief Executive provided further details on :-
 The development of the People and Culture Strategy.
 The independent review by Mr Royles.
 Engagement with the Department of Health on Raising Concerns
 The preparatory work for the new People and Culture Committee.
 The integration of the Corporate priorities (the 5P's) through meetings and reviews across the Trust.
 The Group reflected on the opportunities for shared learning across Trusts, and the provision of feedback to staff.

10. Trust Board consideration of the Reporting Template

