NHS
East of England
Community Health and Care
NHS Trust

Agenda item:	8
Date of meeting:	18 November 2026
Report to the:	Trust Board
Title of report:	Update on People Priorities – 2026-2027
Report author:	Anita Pisani – Chief People Officer / Deputy Chief Executive
Executive sponsor:	Anita Pisani – Chief People Officer / Deputy Chief Executive
Recommendation:	Discuss

Assurance level:	**Substantial** ☐ **Reasonable** ✓ **Partial** ☐ **Minimal** ☐
Rationale:	To provide assurance that the people annual plan for 2026-27 is being implemented as planned and to update on remaining priorities for this year

1.0 Executive Summary

1.1 Provides the Trust Board with an update of actions and plans in place to deliver our people priorities during 2026-27. It builds upon the last update presented in May 2026 and the approval of our Clinical and Care Strategy and annual plan, by the Board, in March 2026. Progress on delivery of our people implementation plan for 2026-27 is included in the Annual Plan update to the Board at item 7.

2.0 How the report supports tackling Health Inequalities

2.1 This report does not relate to public / patient health inequalities.

3.0 Board Assurance Framework and Trust Risk and Issue Registers

3.1 **3699:** There is a risk that staff morale and engagement may be adversely affected whilst we culturally align our new organisation.

3.2 **3914:** There is a risk that there is insufficient leadership and support service capacity and capability to deliver the clinical and care strategy and 26/27 annual plans, which may impact on delivery of high-quality services.

3.3 **3916:** There is a risk of a reduction in staff wellbeing and increased staff sickness absence levels due to growing levels of demand on our services, which could impact on delivery of patient care.

3.4 **3915:** There is a risk that staff morale may reduce as we work to develop and implement single support service structures, which in turn could impact on the level of service delivered to our clinical teams.

3.5 **3917 –** Taking People with us – There is a risk that our staff suffer change fatigue as we continuously look to innovate and transform our services, which in turn may impact on staff morale and the delivery of services.

4.0 Legal and Regulatory requirements

4.1 Care Quality Commission Outcomes.

4.2 NHS Constitution.

5.0 Previous consideration by Committee or Executive

5.1 May 2026 – Trust Board Meeting – update on progress 2026-27

6.0 Report

6.1 Attached

Appendices

Appendix 1 - People Priorities Update 2026/27