Terms of Reference – People Committee

1 Constitution of the Committee

The People Committee is a non-statutory Committee established by the Board of Directors to monitor, review and report to the Board on the cultural and organisational development of the Trust, and on the strategic performance and impact of the Trust as a significant employer, educator and partner in health and care.

2. Purpose and function

The purpose and function of the Committee is to gain assurance, on behalf of the Board of Directors:

2.1 on the identification of strategic people and workforce priorities for the Trust as a significant employer and as a partner in training, education, and development of health and care capacity in the locality.

2.2 in relation to the organisation’s understanding of strategic workforce needs (including well-being, recruitment, retention, development of people, and organisational capacity) and the quality and effectiveness of plans to deliver them.

2.3 that the commitments of the NHS Constitution and the stated values of the Trust and standards of behaviour are being practiced at all levels of the organisation, based on evidence.

2.4 that the effectiveness of mitigation of strategic risks relating to the above, as set out in the Corporate Risk Register and Board Assurance Framework, are adequately assessed.

2.5 on the Trust’s legislative and regulatory compliance as an employer, including anticipation of, and planning for, future requirements.

2.6 on the development of staff governance in the organisation, including staff engagement processes, with the Committee acting as the oversight Committee.

2.7 on strategic issues relating to ethics and duty of care in the conduct of Trust affairs (including whistleblowing) and to the Trust’s equality duty.

2.8 The Committee will agree progress reporting and information requirements relating to its remit on behalf of the Board of Directors, and will oversee the resulting performance intelligence.

3. Authority

3.1 The Committee is:

3.1.1 a non-statutory Committee of the Trust Board of Directors, reporting directly to the Board of Directors with no executive powers, other than those specifically delegated in these Terms of Reference.
3.1.2 authorised by the Board of Directors to investigate any activity within its Terms of Reference, to seek any information it requires from any officer of the Trust, and to invite any employee to attend a meeting of the Committee as and when required.

3.1.3 authorised by the Board of Directors to secure the attendance of individuals and authorities from outside the Trust with relevant experience and expertise if it considers this necessary for the exercise of its functions, including whatever professional advice it requires (as advised by the Executive lead of the Committee).

3.2 The Committee shall have the power to establish sub-committees or time-limited working groups for the purpose of addressing specific tasks or areas of responsibility. However, the Committee may not delegate powers to a sub-committee unless expressly authorised by the Trust Board of Directors. Sub-committee Terms of Reference, including reporting procedures, must be approved by the Committee and reviewed on an annual basis.

3.3 Provision exists for an alternate voting Non-Executive Director or an Executive Board Member to attend the Committee in place of another voting Board Member.

4. **Membership**

4.1 Members of the Committee shall be appointed by the Board of Directors and shall number at least six members drawn from Non-Executive Directors (three members minimum) and members of the Executive team (three members minimum).

4.2 One of the Non-Executive members will be appointed by the Board of Directors as the Chair of the Committee.

4.3 A further Non-Executive member of the Committee shall be appointed as Vice-Chair.

4.4 The membership shall include:

- Deputy Chief Executive and Director of Strategy
- the Medical Director
- the Director of Human Resources
- the Chief Nurse and Director of Infection Prevention and Control
- two Non-Executive Directors of the Board

4.5 The Chair of the Board of Directors and the Chief Executive Officer shall have the right to attend all meetings of the Committee.

4.6 Only members of the Committee have the right to attend meetings. Other individuals may be invited to attend and assist the Committee from time to time, in relation to specific items of business.

4.7 In the absence of the Committee Chair, the Vice-Chair shall chair the meeting. Members are expected to attend all meetings wherever possible.

4.8 The Director of Human Resources shall act as Executive lead for the Committee and shall attend all meetings.
4.9 The Council of Governors may nominate one Governor to attend each meeting of the Committee in an observational capacity only. The observation of Board assurance committees by Governors shall be subject to conditions agreed by the Board of Directors. The Chair of the Committee may in exceptional circumstances exclude a Governor from being present for specific items.

4.10 The Trust Secretary, or their designated deputy, shall act as the Committee Secretary. The Trust Secretary, or a suitable alternative agreed in advance with the Chair of the Committee, shall attend all meetings of the Committee.

4.11 All members of the Committee shall receive training and development support before joining the Committee and on a continuing basis to ensure their effectiveness as members, supported by a performance assessment process, as agreed by the Board of Directors.

4.12 An attendance record shall be held for each meeting and an annual register of attendance will be included in the annual report of the Committee to the Board.

**Quorum**

4.13 The quorum necessary for the transaction of business shall be four members, as defined in 4.1 above, with at least one Non-Executive Director present.

4.14 A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions delegated to the Committee.

**5. Duties**

The Committee shall:

**5.1. Cycle of Business**

5.1.1 Set an annual plan for its work to form part of the Board’s Annual Cycle of Business, and report to the Board on its progress.

5.1.2 Provide an Annual Report to the Board to inform and / or accompany the Annual Report. This shall include an assessment of compliance with the Committee’s Terms of Reference and a review of the effectiveness of the Committee.

**5.2. People Strategy and Policies**

5.2.1 Assess the strategic priorities and investments needed to support the Trust’s workforce and advice the Board accordingly.

5.2.2 Review the Trust’s People Strategy, and Education, Training and Development Strategy [or similar], and related delivery plans and programmes, and provide informed advice to the Board of Directors on their robustness, comprehensiveness and relevance to the Trust’s vision, values, strategic objectives and impact.
5.2.3 Provide advice and support on the development of significant people-related policies prior to their adoption.

5.2.4 Review the Trust’s suite of people-related policies against benchmarks to ensure that they are comprehensive, up-to-date, and reflect best practice.

5.2.5 Review strategic intelligence, research evidence on people and work, and distil their relevance to the Trust’s strategic priorities (including, where necessary, commissioning research to inform its work) relating to:

- the impact of changing working practices
- the potential and impact of technology on working lives and practices
- models of employment practice drawn from multiple sectors
- organisational and work design
- incentives and rewards
- developments and best practice in delivery of education, training and development
- national, regional and local workforce and population trends
- other dynamics affecting the future development of the health and care workforce

5.2.6 Review the development and effective use of shared intelligence and data with partners on local health and care skills to shape the growth of future capacity.

5.3 Risk Assurance

5.3.1 Receive the Corporate Risk Register and review the suitability and robustness of risk mitigation plans with regard to their potential impact on strategic risks relevant to the Committee’s purpose and function.

5.4 Culture & Values

5.4.1 Agree and oversee a credible process for assessing, measuring and reporting on the “culture of the organisation” on a consistent basis over time.

5.4.2 Oversee the coherence and comprehensiveness of the ways in which the Trust engages with staff and with staff voices, including the staff survey, and report on the intelligence gathered, and its implications, to the Board of Directors.

5.4.3 Act as the oversight Committee for the coherence and alignment of different codes of personal and professional behaviour and conduct, covering all permanent and temporary staff acting in the name of, or on the business of, the Trust.

5.4.4 Take a leadership role on behalf of the Board of Directors on:

- securing positive progress on equality and diversity, including shaping and setting direction, monitoring progress and promoting understanding inside and outside the Trust
- evaluating the impact of work to promote the values of the organisation and of the NHS Constitution
- promoting staff engagement and partnership working
• developing a consistent working environment which promotes staff well-being, where people feel safe and are able to raise concerns, and where bullying and harassment are visibly and effectively addressed.

5.5 Organisational Capacity

5.5.1 Ensure the systems, processes and plans used by the Trust have integrity and are fit for purpose in the following areas:

• strategic approach to growing the capacity of the Trust’s workforce
• analysis and use of sound workforce, employment and demographic intelligence
• the planning of current and future workforce capacity
• effective recruitment and retention
• new models of care and roles
• flexible working
• identification of urgent capacity problems and their resolution
• continuous development of personal and professional skills
• talent management

5.5.2 Review the productivity of permanent and temporary staff, including the effectiveness and efficiency of their deployment, the best use of skills, and the flexibility and maturity of working practices in the Trust.

5.5.3 Consider the coherence and pace of strategic plans to secure:

• transformational change, service redesign and pathways of care
• new and innovative ways of working
• use of tools and technology
• opportunities for changing practices and skills across traditional professional boundaries
• joint working with partners both in health and social care and other sectors
• the value of apprenticeships

5.5.4 Review plans for ensuring the development of leadership and management capacity, including the Trust’s approach to succession planning.

5.6 Education and training

5.6.1 Review the Trust’s current and future educational and training needs to ensure they support the strategic objectives of the organisation in the context of the wider health and care system.

5.6.2 Review the Trust’s strategic contribution to the development of the health and care workforce.

5.6.3 Secure the necessary assurances about the Trust’s compliance with the practice requirements of professional and regulatory bodies for all staff.
5.7 Performance and Progress Reporting

5.7.1 Establish a succinct set of key performance and progress measures relating to the full purpose and function of the Committee, including:

- the Trust’s strategic priorities on people
- national performance targets
- organisational culture
- workforce utilisation
- staff health and well-being
- health and safety
- strategic communications

5.7.2 Review progress against these measures and seek assurance around any performance issues identified, including proposed corrective actions.

5.7.3 Agree a programme of benchmarking activities to inform the understanding of the Committee and its work.

5.7.4 Ensure the credibility of sources of evidence and data used for planning and progress reporting to the Committee, and to the Board of Directors in relation to the Committee’s purpose and function.

5.7.5 Ensure alignment of the Board assurances and consistent use of data and intelligence, by working closely with the Audit & Risk, Quality & Safety and Finance & Performance Committees.

5.7.6 Review and shape the quality-related content of periodic workforce reports to the Board.

5.7.7 Review the following formal reports to the Board of Directors as part of the Annual Cycle of Business:

- Annual People Report
- Equality and Diversity Annual report

5.8 Statutory Compliance

5.8.1 Ensure, on behalf of the Board of Directors, that current statutory and regulatory compliance and reporting requirements are met, including:

- standards of professional conduct and practice
- freedom to speak up
- equality and diversity
- well-being
- consultation on service change
6  Reporting and Accountability

6.1 The Committee Chair shall report formally to the Trust Board of Directors on its proceedings after each meeting, on all matters within its duties and responsibilities, summarising areas where action or improvement is needed.

6.2 The Committee shall report to the Trust Board annually on its work in support of the Annual Report. The Annual People Report shall:

- set out clearly how the Committee is discharging its responsibilities
- be presented to the Annual Members’ Meeting / Annual General Meeting, with the Chair of the Committee in attendance to respond to any stakeholder questions on the Committee’s activities

6.3 The Chair of the Committee shall provide an annual assurance report to the Council of Governors on the work of the Committee.

6.4 The Terms of Reference shall be reviewed by the Committee and approved by the Board of Directors on an annual basis.

7  Committee Administration

7.1 The Committee shall meet a minimum of four times a year and at such other times as the Chair of the Committee, in consultation with the Trust Secretary, shall require, allowing the Committee to discharge all of its responsibilities.

7.2 The Chair may at any time convene additional meetings of the Committee to consider business that requires urgent attention.

7.3 The agenda will be set in advance by the Chair, with the Trust Secretary and Executive leads, reflecting an integrated cycle of meetings and business, which is agreed each year for the Board and its Committees to ensure it fulfils its duties and responsibilities in an open and transparent manner.

7.4 Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be made available to each member of the Committee, no less than five working days’ before the date of the meeting in electronic form. Supporting papers shall normally be made available no later than three working days before the date of the meeting.

7.5 Committee papers shall include an outline of their purpose and key points, in accordance with the Trust’s Committee protocol, and make clear what actions are expected of the Committee.

7.6 At the beginning of each meeting, the Chair shall establish the existence of any conflicts of interest and ensure that these are duly recorded in the minutes.

7.7 The Committee Secretary shall minute the proceedings of all Committee meetings, including recording the names of those present, in attendance and absent. Draft minutes of Committee meetings shall be made available promptly to all members of the Committee, normally within 10 days of the meeting.
7.8 The Committee shall, at least once a year, review its own performance, using a process agreed for all Board committees by the Board of Directors.

Approved by the Board:  27 March 2019