



People Committee (PC)

Terms of Reference

1. Values

The Committee will role model the Trust values:

Compassionate

- Supporting recovery for all and maintaining hope for the future
- Being kind to others and myself
- Showing empathy for others and appreciating vulnerability in each of us.

Inclusive

- Treating people fairly, with dignity and respect.
- Challenging all forms of discrimination.
- Listening with care and valuing all voices.

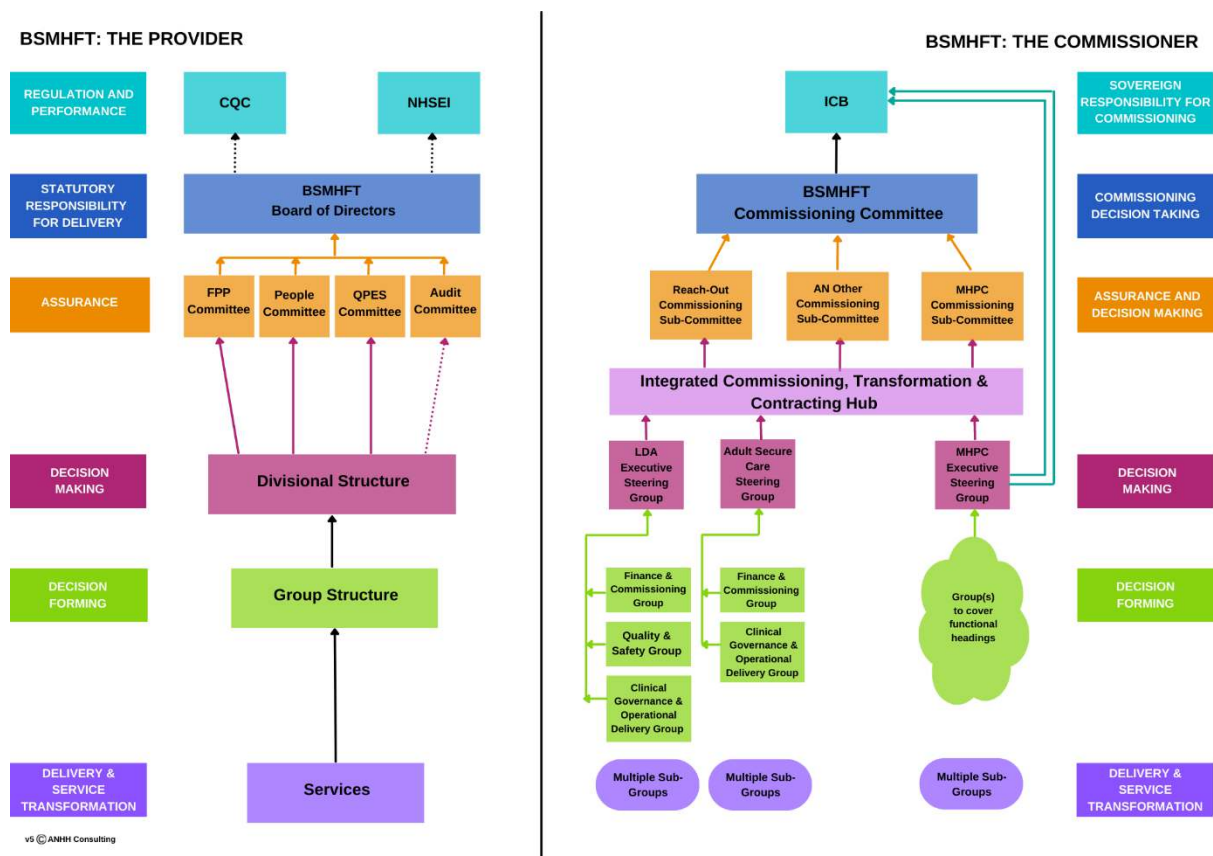
Committed

- Striving to deliver the best work and keeping patients at the heart.
- Taking responsibility for my work and doing what I say I will.
- Courage to question to help us learn, improve, and grow together.

2. AUTHORITY

- 2.1 The Committee is constituted as a Standing Assurance Committee of the Board and is authorised by the Board to investigate any activity within its Term of Reference. It is authorised to seek any information it requires from any employee and contractors as directed to co-operate with any request made by the Committee or the Board of Directors.
- 2.2 The Committee is authorised by the Board of Directors to instruct professional advisors and require the attendance of individuals and authorities from outside the Trust with relevant experience and expertise if it considers this necessary or expedient to carrying out its functions.
- 2.3 The Committee is authorised to obtain internal information as is necessary and expedient to the fulfilment of its functions.

People is an assurance committee of the Board of Directors only, i.e., it is part of the governance of the Trust's provider arm.



3. PURPOSE

3.1 To ensure and provide assurance on behalf of the Board of Directors that the People Strategic Priority of the Trust's Strategy (2020) and people related issues of the Strategic Priorities of the Trust strategy (2020) are being delivered to all staff groups in line with the Trust values

3.2 The Committee will take responsibility and delivery of aims set out within the People Strategic Priority as below:

- Shaping Our Future Workforce including
 - Attract and Retain Diverse Talent
 - High-Performing Workforce
 - Flexible & Transformative Workforce Models
- Transforming Our Culture including
 - Inclusion, Equality, and diversity
 - Safety to Speak Up and Share Learning
 - Compassion and Wellbeing
- Modernising Our People Practice including
 - Integrated People Practice
 - Evidence-Based People Practice
 - Digitally Enabled Workforce.

3.3 The Committee will be supported by two sub-groups to provide reports to the People Committee to this effect.

- 3.4 The following sub-committees will be chaired by professional leads outside of the People function:
- Shaping the Future Workforce Sub Committee.
 - Transforming Our Culture and Staff Experience Sub Committee.
 - Safer Staffing Report from Safer Staffing Sub Committee to include updates on (Recruitment & Retention).
- 3.5 To assure focus and delivery of wellbeing and inclusion where staff are the top priority to support a happy workforce.
- 3.6 The People Strategy, structures, systems, and processes are in place and functioning to support employees in the provision and delivery of high quality, safe patient care.
- 3.7 Processes are, and the right culture is, in place to support optimum employee performance to enable the delivery of the People Strategy and business plans aligned with the Trust's values.
- 3.8 To assure The Trust is meeting its legal and regulatory duties in relation to staff, volunteers, and peers by experience.
- 3.9 To review and advise any human resource risks and issues that may jeopardise the Trust's ability to deliver its objectives, that these are being managed in a controlled way.
- 3.10 To lead on monitoring of controls and assurance related to the 'People' sections of the Board Assurance Framework.

4. RESPONSIBILITIES AND DUTIES

- 4.1 Developing and advising the Board of Directors on the People Strategic Priorities including any leadership and organisational development interventions, actions to improve inclusion, equality, and diversity necessary to deliver the Trust's strategy, incorporating external best practice and professional advice.
- 4.2 Overseeing delivery of the People Strategic Priorities on behalf of the Board of Directors against agreed plans, a range of workforce metrics, indicators, and targets.
- 4.3 Providing appropriate reports to the Board of Directors on the above indicating assurances received, decisions made, and matters escalated that require consideration by the Board of Directors.
- 4.4 Monitoring the development of the future workforce, through an effective workforce plan that includes workforce supply, new roles, learning and organisational development.
- 4.5 Ensure that there is sufficient leadership and management capacity and capability within the Trust to deliver the Trust's strategy.
- 4.6 Ensuring that the voice of staff and volunteers is heard, via staff networks, staff surveys and other appropriate mechanisms, and that this is acted upon in line with

the strategic vision and values and to ensure compliance with requirements relating to Freedom to Speak Up and Whistleblowing.

- 4.7 Maintain oversight and assure the Trust's equality, diversity, and inclusion agenda is being delivered.
- 4.8 Ensure the Trust has a suitable policy framework and leadership development framework to deliver the People Strategic Priorities, ensuring alignment with the NHS People Plan and relevant regulatory requirements such as NHS Improvement workforce standards and CQC.
- 4.9 Oversee the development and implementation of initiatives to maintain the organisation as an undergraduate and postgraduate learning provider.
- 4.10 Oversee and influence key relationships with educational partners to maximise benefit of these relationships to the Trust.
- 4.11 Review national and local strategies and reports from external bodies such as CQC, NHSE/NHSI, HEE & NHS Employers, identifying the implications for, and actions required by the Trust.
- 4.12 Ensure there are ongoing arrangements for reviewing the regulatory requirements relating to staff, such as NHSE/NHSI and CQC standards such as Well-Led. Ensure that appropriate strategies and plans are developed, implemented, and sustained to meet these requirements.
- 4.13 Maintain oversight of its associated sub-groups through receipt of regular update reports and metrics.
- 4.14 The Committee will receive, for information, the minutes from the Joint Negotiation and Consultative Committee and the Joint Local Negotiation and Consultative Committee.
- 4.15 Receive the People Risk Register and relevant risks from the BAF to review assurance on risk mitigation and controls including any gaps in control.
- 4.16 Assess any risks within the workforce portfolio brought to the attention of the Committee and identify those that are significant for escalating to the Board of Directors as appropriate.
- 4.17 Maintain oversight of Remuneration and Reward, ensuring and assuring alignment to relevant Employee and Worker legislation.

5. MEMBERSHIP AND ATTENDANCE

Members

- 5.1 The membership of the Committee will be:
 - Non-Executive Director (Chair)
 - Non-Executive Director (Deputy Chair)
 - Executive Director of Quality & Safety (Chief Nurse)
 - Medical Director
 - Executive Director of Strategy, People & Partnerships
 - Executive Director of Operations.

In Attendance

5.2 The following will be standing attendees of the Committee:

- Deputy Director of Nursing
- Deputy Director of Finance
- Associate Director for Allied Health Professions and Recovery
- Chief Psychologist
- Deputy Director of People and Organisational Development.
- Chair of the Shaping the Future Workforce Sub Committee.
- Chair of the Transforming Our Culture and Staff Experience Sub Committee.
- Company Secretariat.

5.3 Other members of the Board of Directors can attend meetings if they indicate to the Chair of the People Committee, in advance, of their intention to do so.

5.4 Other members of staff may attend to present papers or to contribute to the staff story.

5.5 Other parties may be invited to present papers from time to time.

5.6 In the absence of the Chair of the Committee, the Deputy Chair will chair the meeting.

5.7 Where members are unable to make the meeting, they are entitled, and, in the case of Executive Directors, expected to nominate a deputy to attend on their behalf. These attendees will not assume temporary voting rights.

5.8 Members should make every effort to be present at all Committee meetings.

5.9 Meeting attendance will be reviewed by the Committee Chair annually.

6. QUORACY

6.1 The meeting will be considered quorate with 3 Committee members, one of which must be a Non-Executive Director and one must be an Executive Director. These cannot be deputies attending on behalf of substantive members.

7. DECLARATION OF INTERESTS

7.1 All attendees must declare any actual or potential conflicts of interest in advance. These must be recorded in the minutes. Members must exclude themselves from any part of the meeting where a potential or actual conflict of interest may occur.

8. MEETINGS

8.1 The meeting will be closed and not open to the public.

8.2 Meetings will be held monthly. Members will agree the meeting dates annually in advance.

8.3 The agenda of every Committee meeting will include as standing items a review of how effectively it has discharged its business and how effective the Committee has role modelled the values of the Trust through its decision making.

9. ADMINISTRATION

- 9.1 The Company Secretariat will ensure there is appropriate secretarial and administrative support to the Committee.
- 9.2 The Committee shall report to the Board of Directors on its proceedings after each meeting to provide assurance and to escalate issues as appropriate.
- 9.3 The Committee will provide an annual report to the Board of Directors setting out how it has discharged its responsibilities as set out in these terms of reference.
- 9.4 The agenda for each meeting will be agreed by the Executive Director of Strategy, People & Partnerships, and the People Committee Chair. The agenda, minutes and papers will be issued 5 working days before the meetings and any issues with the agenda must be raised with the People Committee Chair within 4 working days.
- 9.5 An action list and minutes will be compiled during the meeting and circulated within 7 calendar days of the end of the meeting.
- 9.6 Any issues with the action list or minutes will be raised within 5 working days of issue.

10. REPORTING AND LINKS TO OTHER COMMITTEES

- 10.1 The Committee Chair will provide a Committee Assurance Report for the next meeting of the Board of Directors. This will describe the major issues that were discussed by the Committee, and the level of assurance was received through papers and oral testimony.
- 10.2 The Committee will report to QPES on matters that are likely to affect workforce resourcing, education, and learning to enable triangulation with clinical outcome and patient care indicators.
- 10.3 The Committee will report to the Finance Productivity and Performance Committee (“FPP”) on matters that are likely to affect expenditure on the Workforce and quarterly on the work of the Workforce Intelligence and Systems as they relate to pay.
- 10.4 The Committee will provide exception reports to the Audit Committee.
- 10.5 The Committee will provide reports as requested to the remaining committees.
- 10.6 Operational delivery of the Committee’s work plan will be overseen by the Director of Strategy, People & Partnerships via day-to-day oversight of the HR, OD, and Learning and Development functions.
- 10.7 The Committee will review its effectiveness on an annual basis, reporting the outcome of the review to the Board of Directors.
- 10.8 The Committee Assurance Report(s) will be presented by the Committee Chair to the Council of Governors at the next scheduled meeting.
- 10.9 The Committee will foster dialogue and relationships with Trade Union colleagues via biannual conversations and updates from them on their activities, challenges, and suggestions on promoting and enhancing the working conditions of our staff.

11. REVIEW

11.1 Terms of Reference are to be reviewed annually.

DRAFTED: 22 March 2023

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