



People Committee (PC)

Terms of Reference

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 People 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. Any amendments to its constitution and terms of reference as set out below, must be subject to approval by 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 has strategic oversight function for related risks on the Trust's Corporate Risk Register (CRR) and BAF and to seek and provide assurance to the Board that all risks on the Trust's CRR and BAF which could inhibit the achievement of the Trust's operational and strategic objectives linked to the 'People' priority, are effectively and robustly mitigated and managed.
- 2.4 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 (2024/25) and people related issues of the Strategic Priorities of the Trust strategy (2024/25) 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 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).
- 3.4 To assure focus and delivery of wellbeing and inclusion where staff are the top priority to support a happy workforce.
- 3.5 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.
- 3.6 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.
- 3.7 To assure The Trust is meeting its legal and regulatory duties in relation to staff, volunteers, and peers by experience.



- 3.8 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.
- 3.9 To lead on monitoring of controls and assurance related to the 'People' sections of the Board Assurance Framework and to assure itself that any strategic and operational risks aligned to the delivery of the 'People' priority are effectively mitigated and managed.

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 Undertake detailed scrutiny of the Trust's People performance information in the Integrated Performance Report (IPR) while linking to any emerging intelligence from Sustainability, Quality and Clinical Services strategic priorities.
- 4.4 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.
- 4.5 Monitoring the development of the future workforce, through an effective workforce plan that includes workforce supply, new roles, learning and organisational development.
- 4.6 Ensure that there is sufficient leadership and management capacity and capability within the Trust to deliver the Trust's strategy.
- 4.7 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.
- 4.8 Maintain oversight and assure the Trust's equality, diversity, and inclusion agenda is being delivered.
- 4.9 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.
- 4.10 Oversee the development and implementation of initiatives to maintain the organisation as an undergraduate and postgraduate learning provider.



- 4.11 Oversee and influence key relationships with educational partners to maximise benefit of these relationships to the Trust.
- 4.12 Review national and local strategies and reports from external bodies such as CQC, NHSE HEE & NHS Employers, identifying the implications for, and actions required by the Trust.
- 4.13 Ensure there are ongoing arrangements for reviewing the regulatory requirements relating to staff, such as NHSE and CQC standards such as Well-Led. Ensure that appropriate strategies and plans are developed, implemented, and sustained to meet these requirements.
- 4.14 Maintain oversight of its associated sub-groups through receipt of regular update reports and metrics.
- 4.15 The Committee will receive, for information, the minutes from the Joint Negotiation and Consultative Committee and the Joint Local Negotiation and Consultative Committee.
- 4.16 Receive the People Risk Register and relevant risks from the BAF to review assurance on risk mitigation and controls including any gaps in control.
- 4.17 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.
- 4.18 Maintain oversight of Remuneration and Reward, ensuring and assuring alignment to relevant Employee and Worker legislation.
- 4.19 The Committee shall receive bi-annual reports from the Freedom To Speak Up Guardian on People related issues raised in their reports and will seek assurance where applicable, that all learning, improvement and recommendations identified have been effectively implemented, disseminated at scale and embedded.

5. MEMBERSHIP AND ATTENDANCE

Members

- 5.1 The membership of the Committee will be:
 - Sue Bedward - Non-Executive Director (Chair)
 - Monica Shafaq - Non-Executive Director (Deputy Chair)
 - Bal Claire - Non-Executive Director
 - Executive Director of Quality & Safety (Chief Nurse)
 - Executive Medical Director
 - Deputy CEO & 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 Finance
- Deputy Medical Director – Quality and Safety
- Chief AHP/Deputy Director for Quality & Safety/Patient Experience
- Chief Psychological Professions Officer.
- Associate Director of People, Learning and Development.
- Chair of the Shaping the Future Workforce Sub Committee.
- Chair of the Transforming Our Culture and Staff Experience Sub Committee.
- Chair of Safer Staffing sub-committee.
- Chair of Multi-Professional Education and Training sub-committee.
- Company Secretariat/Company Secretary.
- Associate Director of Corporate Governance
- Associate Director of Comms and Marketing

5.3 Designated Deputies:

No	Exec Membership	Designated Deputy
1	Deputy CEO & Executive Director of Strategy, People & Partnerships	Associate Director of OD & EDI or Associate Director of People, L&D
2	Executive Director of Operations	Deputy Director of Operations
3	Executive Medical Director	Deputy Medical Director [Medical Staff Professional Practice, Recruitment, Retention, Strategic Leadership for Service Development].
4	Executive Director of Quality & Safety (Chief Nurse)	Associate Chief Nurse for Policy and Practice.

5.4 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.

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

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

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

5.8 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.



- 5.9 Members should make every effort to be present at all Committee meetings. There will be 10 meetings in a financial year, however, members will be expected to attend at least 70% of the total number of meetings.
- 5.10 The Company Secretary shall keep a register of attendance of all members as per this ToR.
- 5.11 Meeting attendance will be reviewed by the People Committee Chair annually.

6. QUORACY

- 6.1 The meeting will be considered quorate with 4 Committee members, two of which must be Non-Executive Directors and two must be Executive Directors. These could be designated deputies attending on behalf of substantive members. Designated deputies can only represent substantive members twice in any rolling year with any departures due to exceptional circumstances subjected to rigorous scrutiny and agreement by the Committee.

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.
- However, if a member is conflicted with an item on the agenda, the Chair shall adopt a sensible and pragmatic approach in managing conflict during the meeting as they may permit the conflicted member to participate and contribute to the debate and discussions on the item (so as to inform better decision-making) but abstain or recuse themselves from any related voting. (Check section 3.12 – Managing conflict of interests during meetings in the Trust’s Declaration of Interest Policy for more details).

8. MEETINGS

- 8.1 The meeting will be closed and not open to the public.
- 8.2 Meetings will be held 10 times per year. 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

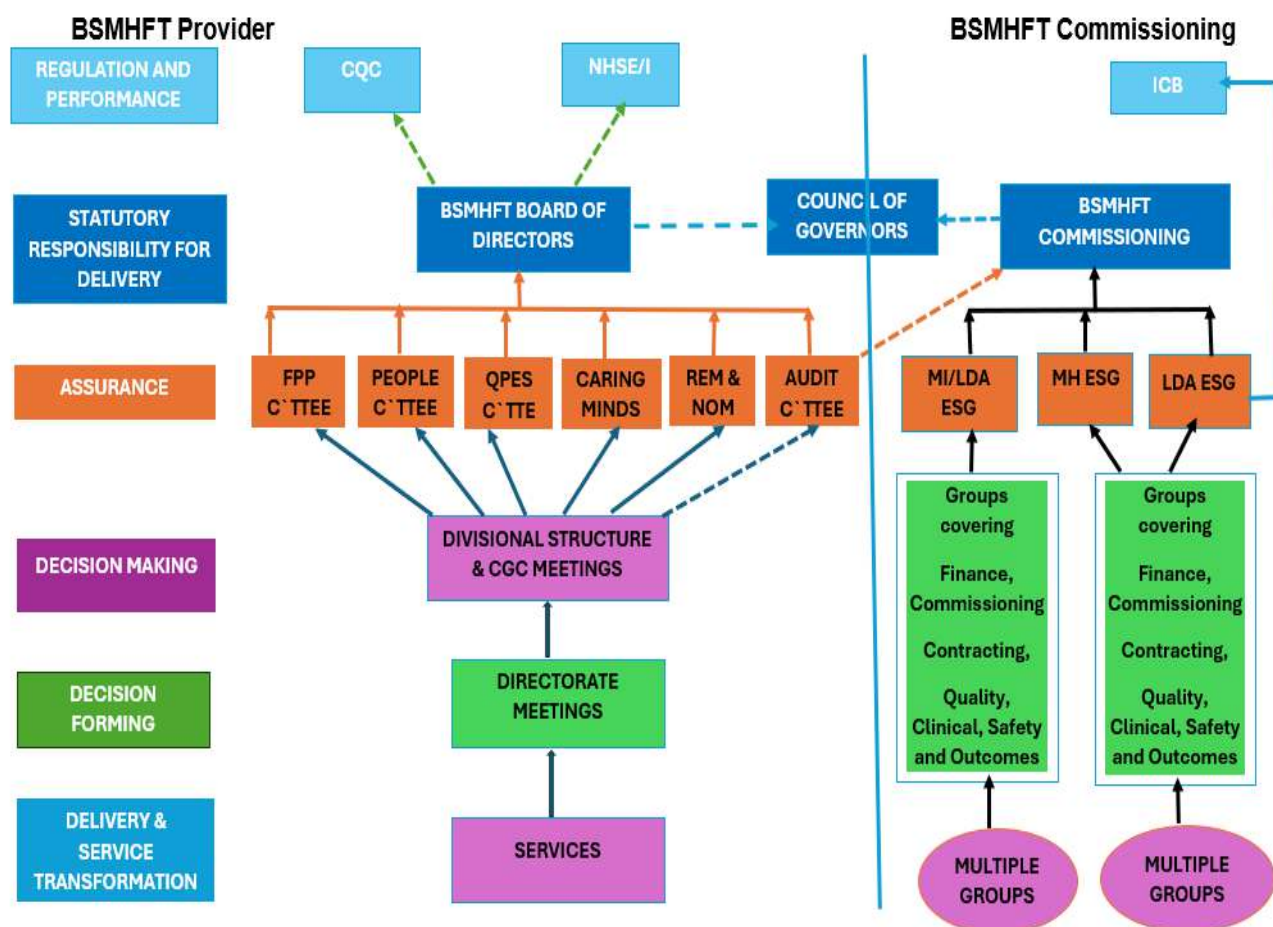
- 9.1 The Company Secretary will ensure there is appropriate secretarial and administrative support to the Committee.
- 9.2 The Committee shall report to the Board of Directors on its proceedings after each meeting to provide assurance and to escalate issues as appropriate.



- 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 Prior to each meeting, the Company Secretary will organise an agenda setting meeting as per the People Committee annual calendar of meetings, this will bring together the Chair and Deputy CEO & Executive Director of Strategy, People & Partnerships to establish and agree the draft agenda which will be timely circulated for papers to be crafted. The agenda, minutes and papers will be circulated 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 log 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. Governance Structure

10.1. BSMHFT Provider and Commissioning Governance structure





11. REPORTING AND LINKS TO OTHER COMMITTEES

- 11.1 The Committee Chair will provide a Committee Assurance Report (Triple 'A' Report) for the next meeting of the Board of Directors. This will seek to amongst others 'Alert', 'Assure' and 'Advise' the Board as well as describe any major issues that were discussed by the Committee, and the level of assurance was received through papers and oral testimony.
- 11.2 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.
- 11.3 The Committee will bring to the attention of the Finance Productivity and Performance Committee ("FPP") any 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.
- 11.4 The Committee will provide exception reports to the Audit Committee.
- 11.5 The Committee will provide reports as requested to the remaining committees.
- 11.6 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.
- 11.7 The Committee will review its effectiveness on an annual basis, through an annual self-assessment, reporting the outcome of the review to the Board of Directors.
- 11.8 The Committee Assurance Report(s) will be presented by the Committee Chair to the Council of Governors as per its schedule of meetings.
- 11.9 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.

12. REVIEW

- 12.1 Terms of Reference are to be reviewed at least annually.

Date Reviewed: November 2025

Date Approved by the People Committee: 18th November 2025.

Date Ratified by the Board: 3rd December 2025

Date of Next Review: November 2026

Version: 3.4