

SHAPING OUR FUTURE WORKFORCE SUB-COMMITTEE

TERMS OF REFERENCE

1. VALUES

The Sub-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. Purpose and Aims of the Sub-Committee

All Trust Board Committee structures are responsible for scrutinising and providing assurance on key issues allocated to them. Agendas are set to enable People Committee to be assured that scrutiny processes are in place to allow the Trust's strategic objectives to be met and to address and mitigate risk.

The Terms of Reference of the Shaping Our Future Workforce Sub-committee are reviewed on an annual basis and, if appropriate, amended to reflect any changes to the Sub-Committee's remit and role, any changes to other Sub-committees and revised membership. The Sub-Committee is a non-executive Sub-committee of People Committee and has no executive powers other than those specifically delegated in these terms of reference.

The purpose of the Sub-committee is to have oversight of key areas of the People Strategy and people policies, undertake and report on assurance, development and transformational activities related to priorities within the Trust's People Strategy as agreed by the People Committee:-

- Attract and Retain Diverse Talent
- High-Performing Workforce
- Flexible & Transformative Workforce Models
- Digitally Enabled Workforce (From Modernising People Practice).

The Key performance indicators which the Sub-committee will have oversight will be as indicated in appendix A.

3. Core Delegated Responsibilities and Accountabilities

Receiving reports and making recommendations to the People Committee from the following groups:-

- People Goals Report
- Workforce System and Processes Group Highlight Report
- Workforce Initiatives Group Highlight Report
- Divisional/Workforce Updates
- Professional Group workforce updates

Reviewing Key performance indicators associated with the People Strategy and making recommendations to the People Committee.

Providing appropriate reports to the People Committee on matters related to the area of focus assigned by the People Committee.

Monitoring the development of plans of action to deliver key priorities within the People Strategy.

Ensuring that feedback is sought from key stakeholder such as the voice of staff and volunteers and that this is acted upon in line with the People Strategy, Values and Behaviours.

4. Membership

The members of the Shaping Our Future Workforce Sub-committee are:

Deputy Director Representative	Chair of the Sub-Committee
Head of Workforce Transformation	Senior Operational Leadership and SME Vice Chair of the Sub-Committee
Deputy Director PA	Administrative support to Cahir / Vice Chair
Senior People Partner – Strategy, Resourcing, Analytics and Transformation	Professional Leadership
Senior Workforce Transformation Manager & Workforce Development & Transformation Manager	Professional Leadership Apprenticeship SME
Staff Network representative	SME leadership
QI team representative.	Professional Leadership
Staff side Representative	SME Leadership

Expert By Experience Member	Co-production and lived experience stakeholder
Head of People and Culture	Senior Operational Leadership
Freedom To Speak Up Guardian	SME Leadership
Finance representative	SME Leadership
Lead for Non-Medical Education	SME Leadership
Lead for Learning and Development	SME Leadership
Clinical Divisional Leadership	Clinical Leadership
Operational Colleague Representative	Clinical Leadership

Sub committee members are expected to ensure that a named deputy attends in their absence to reflect their service area in the event of their inability to attend. The committee will require the attendance of the relevant lead clinicians or managers to present their reports.

External people may be invited to the Sub-committee to present papers or make presentation at the invitation of the Sub-committee.

In the absence of the Chair of the Sub-committee, the Deputy Chair will chair the meeting.

Members should make every effort to attend all meetings.

Meeting attendance will be reviewed by the Sub-committee Chair annually.

All members will be expected to

- Ensure that mobile phones are kept silenced during the meeting.
- Ensure that electrical equipment used for access to the meeting papers (iPads and laptops) are not used for other purposes (i.e., monitoring email) during the meeting.
- Read the papers prior to the meeting.
- Participate fully in all discussions at the meeting.
- Ensure that, through all discussions, the focus is on the needs of service users and quality of care.
- Ensure that contributions are succinct and reflect the agenda item.
- Ensure that other members are supported to make their point and that queries raised are responded to.

5. Quorum

A quorum will be 60% of the membership including the Chair / Deputy Chair.

6. Attendance Levels

Sub-Committee members will be expected to attend at least eight meetings each year. This will be monitored and made available to the committee each month by way of an attendance list below the minutes.

7. Frequency of Meetings and Location

Meetings will be held every other month with the option to be quarterly at the discretion of the Sub-committee Chair and People Committee Chair whilst the Sub-committee remains required.

Meeting dates will be agreed annually in advance by the members of the Sub-committee and coincide with the cycle of meetings of the People Committee.

The agenda of every meeting will include as a standing item a review of how effectively it has discharged its business and role modelled the values of the Trust.

Meetings will be held on location at an agreed venue.

8. Authority

The Shaping Our Future Workforce Sub-committee is accountable to People Committee. The Sub-Committee is authorised by People Committee to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee.

The Sub-Committee is also authorised by the People Committee to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.

9. Subgroup Accountabilities and Delegated Responsibilities

To fulfil its duties and to ensure the Trust complies with its statutory responsibilities and duties, the Sub-Committee will receive reports from identified sub-groups including:-

- People Goals Report
- Workforce System and Processes Group Highlight Report
- Workforce Initiatives Group Highlight Report
- Divisional/Workforce Updates
- Professional Group workforce updates

10. Administration

The Sub-committee shall report to the People Committee on its proceedings after each meeting to provide assurance and to escalate issues as appropriate.

The Sub-committee will provide an annual report to the People Committee setting out how it has discharged its responsibilities as set out in these terms of reference.

The agenda, minutes and papers will be issued 5 working days before the meetings.

An action list and minutes will be compiled during the meeting and circulated within 7 calendar days of the end of the meeting.

Any issues with the action list or minutes will be raised within 7 calendar days of issue

Sub-committee will be supported by administrative staff from the Deputy Director portfolio

The Chair of the Sub-committee shall in a pre-meet or agenda setting meeting with the Minutes Taker establish an agenda for the meeting which will be circulated to 'call for paper' 15 working days before the meeting, giving authors at least 7 working days to prepare and submit their reports to the Minutes Taker for circulation.

Papers for the Sub-committee meeting must be circulated 5 working days before the meeting.

11. Monitoring of Sub-Committee Effectiveness

The Sub-Committee will monitor its performance in terms of providing assurance to the committee structures by way of an annual self-assessment and annual workshop.

12. Assurance to Trust Board and Other Bodies

- The Shaping Our Future Workforce Sub-committee will review its Terms of Reference and effectiveness annually.
- Amendments will be approved by the Sub-committee and ratified by the People Committee.
- The Chair of the Shaping Our Future Workforce Sub-committee shall ensure that an annual self-assessment of the sub-committee's effectiveness is completed annually by its members and facilitated by the Corporate Governance Team.

13. Declaration of interest

All members 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. Alternatively, 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)

14. Voting

The Chair will seek consensus to a vote taking place by a show of hands. If the Committee members do not agree unanimously to be vote being taken by a show of hands it should be done by roll call beginning with the Chair. The Chair has a casting vote which means if there is a tie in the number of votes the Chair has a second or casting vote.

Non-members do not have voting rights.

Date Updated: November 2025

Date approved by the Shaping Our Future Workforce Sub-committee:
(Approved via Chair's Action – January 2026).

Date Ratified by the People Committee: 20th January 2026

Date of Next Review: November 2026

Version: 2.3