



TRANSFORMING OUR CULTURE & STAFF EXPERIENCE SUB-COMMITTEE TERMS OF REFERENCE

Trust Values: **Compassion/Inclusion/Commitment**

1. Values

The Sub-Committee will role model the Trust's 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 Sub-Committee is authorised by the People Committee to undertake work within its Terms of Reference.
- 2.2 The Sub-Committee is authorised to undertake any further activity as assigned by the People Committee within its Terms of Reference.
- 2.3 The Sub-Committee is authorised to obtain any internal information as is necessary and expedient to the fulfilment of its functions as assigned by the People Committee.
- 2.4 The Sub-Committee may be stood down after it ceases to be needed on the authorisation of the People Committee.

3. Purpose

- 3.1 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. These areas are: -
 - Inclusion, Equality and Diversity



compassionate



inclusive



committed

- Safety to Speak Up and Share Learning
- Compassion and Wellbeing
- Evidence Based People Practices (Modernising People Practices)

3.2 The Sub-Committee is required to provide reports to the People Committee indicating assurances received, decisions made, and matters escalated that require consideration by the People Committee.

3.3 The Key Performance Indicators which the Sub-Committee will have oversight will be as indicated in Appendix A.

4 Responsibilities and Duties

4.1 Receiving proposals, options appraisals, progress and assurance reports and making recommendations in advance of presenting to the People Committee from the following groups/functions/areas:-

- Colleague Engagement including Staff Survey and Pulse Survey
- Equality, Diversity & Inclusion activities including relevant protected characteristics surveys/benchmarking/data returns and progress against agreed deliverables
- Freedom to Speak Up
- Health and Wellbeing Delivery
- Leadership Training including appraisal, coaching and mentoring
- Lived Experience / Experts by Experience including all colleague networks
- Occupational Health provision including Employee Assistance Provider & Occupational Health Contract
- Organisational Development
- People related Policies and Procedures
- People Strategy Goals Delivery and Implementation
- Workforce Intelligence and Systems reports on core KPIs

4.2 Reviewing relevant Key Performance Indicators associated with the People Strategy and the Implementation Plan and making recommendations to the People Committee with an Equality, Diversity & Inclusion, Organisational Development and Health & Wellbeing focus.

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

4.4 Monitoring the development of action plans and implementation progress to deliver key priorities (related to the area of focus assigned to the Sub-Committee) within the People Strategy.

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

5 Core Membership and Attendees

5.1 The membership of the Sub-Committee will be as determined by the People Committee. It will be chaired by a colleague who is independent of the HR /L&D/OD functions. The core membership and attendees will consist of the following:

- Core Members:
 - Chief Psychological Professions Officer (or equivalent Trust Professional Lead) – **Chair**
 - Associate Director of EDI and OD (**Deputy Chair**)
 - Associate Director for People, Learning and Development
 - Head of Workforce Transformation or Head of People and Culture
 - Staff side Representative
 - Finance Representative
 - Clinical Divisions Representative(s) e.g. Operational Management Group
 - Representatives from clinical/ professions groupings (eg Pharmacy, Nursing, AHPs, Medical and Psychological Professions)
- Attendees:
 - Workstream Leads and Steering Group Leads (or agreed deputies):
 - Freedom To Speak Up
 - Organisational Development, Staff Experience and Engagement
 - Equality Diversity and Inclusion
 - Learning & Development
 - Professional Training (medical and multi-professional)
 - Health & Wellbeing Steering Group
 - Staff Networks including Expert By Experience / Lived Experience
 - Workforce Intelligence & Systems
 - Representative from QI team as required
 - Representative from Clinical Effectiveness team as required
 - Representative from Trust Communications team as required
 - Chair from Shaping the Future Workforce Sub-Committee
 - Chair from Safer Staffing Sub-Committee

Additional colleagues may be invited as attendees to the sub-committee to present papers (including policies for ratification) or make presentations at the invitation of the sub-committee. This may also include representatives from SSL, Performance/Resourcing, and ICT and others as required.

5.2 In the absence of the Chair of the Sub-Committee, the Deputy Chair will chair the Meeting.

5.3 Members should make every effort to attend all meetings.

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

5.5 Colleague observers are welcome to attend with the prior agreement of the Sub-Committee Chair (or in their absence, the Deputy Chair).

6 Quoracy

The meeting will be considered quorate with 3 Sub-Committee core members, one of whom must be the Chair or Deputy Chair and one of whom must be the

Associate Director of People, Learning and Development (**or** Head of People and Culture/Head of Workforce Transformation). These cannot be deputies attending on behalf of substantive members.

7 Declaration of interests

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 Meetings will be held monthly; however, the Chair can call for an extraordinary meeting if they deem it necessary.
- 8.2 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.
- 8.3 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.

9 Administration and Reporting

- 9.1 The Sub-Committee shall report to the People Committee on its proceedings on an agreed schedule to provide assurance and to escalate issues as appropriate using the Triple A format (Alert/Assure/Advise).
- 9.2 The Sub-Committee may be required to provide an annual report to the People Committee setting out how it has discharged its responsibilities as set out in these terms of reference.
- 9.3 The agenda, minutes and papers will be issued 5 calendar days before the meetings utilising a designated MS Teams channel.
- 9.4 An action list and minutes will be compiled during the meeting and circulated within 10 calendar days of the end of the meeting.
- 9.5 Any issues with the action list or minutes will be raised within 7 calendar days of issue
- 9.6 The Sub-Committee will be supported by administrative colleagues within the HR / LD& OD function.
- 9.7 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.

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

10 Reporting and relationship with other committees and Groups

10.1 The Sub-Committee will report to the People Committee.

10.2 The Sub-Committee will provide reports as requested to other committees.

10.3 All Task and Finish Groups or commissioned Steering Groups will feed into the Sub-Committee prior to onward reporting as approved by the People Committee.

10.4 Operational delivery of the Sub-Committee's work plan will be overseen by the Associate Director of People, Learning and Development and Associate Director of EDI and Organisational Development

11. REVIEW OF EFFECTIVENESS

- The TCSE 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 TCSE shall ensure that an annual self-assessment of the sub-committee's effectiveness is completed annually by its members and facilitated by the Governance Team.

Date Updated: November 2025

Date Approved by the Transforming Our Culture & Staff Experience 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