

People & Culture Committee

DRAFT Terms of Reference

1. Purpose

The purpose of the Committee is to lead on behalf of the Board of Directors the acquisition and scrutiny of assurances concerning:

- Workforce planning,
- Progress and delivery of the Trust's People Priorities Strategy and the Learning, Education and Training (LET) Strategy.
- Progress and delivery of the Trust's Equality, Diversity, and Inclusion (EDI) Strategy and plans for a sustainable and equitable workforce,
- Progress against workforce and education performance metrics (including training compliance),
- Progress against people performance indicators (including Freedom to Speak Up and staff experience),
- Operational issues impacting the workforce (including education and training).

2. Objective

The Committee will provide oversight and assurance against the Trust's commitment to support and develop its people through oversight of the People Plan and through the duties as stated at section 7 of these Terms of Reference. The Committee will receive configured data, review progress, and advise on improvements in relation to the following of the Trust's goals:

- Have an embedded culture of service improvement and innovation.
- Have a consistent, high-performing, and sustainable workforce.

Data sets provided to the Committee will be in a format which allows the Committee to be alerted to areas of variance or escalation and enable it to fulfil its function as an assurance Committee.

3. Authority

The Committee is constituted as a standing committee of the Board of Directors.

The Committee is authorised by the Trust Board to investigate any activity within its Terms of Reference, with adherence to the Trust's scheme of delegation and standing financial instructions (SFIs). The Committee can request information, reports, and assurances from any employee in relation to those areas within these Terms of Reference and all employees are directed to cooperate with any request made by the Committee. The Committee may invite any Director, Executive, external or internal auditor, or other persons to attend any meetings of the Committee if this is considered beneficial to assist the Committee in the attainment of its objectives.

In consultation with the Board of Directors, the Committee can access independent professional advice and secure the attendance of persons outside the Trust with relevant experience and expertise if it considers this necessary.

The People & Culture Committee is a standing committee in that its responsibilities and purpose are not time limited. It will continue to meet in accordance with these Terms of Reference until the Trust Board determines otherwise.

4. Membership and Quoracy

The Committee Membership shall be disclosed in the Annual Report and shall be a minimum of three independent Non-Executive Directors of the Board. At least one of the members shall have recent and relevant HR experience. There shall be no deputies allowed in the absence of a member attending. In the event that the Committee chair is absent, one of the other independent Non-Executive Directors will preside as Chair.

The Chief People Officer, Director of Estates and Facilities, Chief Digital Information Officer, and Director of Corporate Affairs shall be in attendance at all meetings except in relation to reserved business. They may send deputies to represent them in their absence or invite specific colleagues to address the Committee where appropriate and agreed with the Committee Chair.

The following persons may be invited to attend at the discretion of the Committee, either for a particular item or for the whole meeting: Deputy Director/s of Human Resources, Deputy Chief Medical Officer (Medical Director – Professional Standards, Medical Workforce and Responsible Officer).

A quorum shall be three members, comprising two Non-Executive Directors and one Executive Director. In exceptional circumstances, an Executive Director member may send an appropriate nominated deputy in their place, and this will count towards the quorum.

5. Attendance and Secretariat

Members should make every effort to attend all meetings of the Committee and will be required to provide an explanation to the Chair of the Committee if they fail to attend more than two meetings in a financial year. If a member fails to attend more than three meetings in a financial year, the Chair of the Committee will consider with the Chair of the Trust the appropriate action to be taken. The Secretariat Team will monitor attendance by members and report this to the Chair of the Committee annually.

Other Executive Directors and other Trust staff will be invited to attend for specific agenda items with the agreement of the Chair of the Committee.

The Director of Corporate Affairs will ensure that the Trust Secretariat Team provides a Secretary to the Committee and appropriate administrative support to the Chair and Committee members. This will include agreement of the agenda with the Chair and Executive leads, collation and circulation of papers, producing the minutes of the meetings, keeping a record of agreed actions and follow up, and advising the Chair and members of the Committee as appropriate.

6. Frequency of meetings

The Committee shall meet with such frequency and at such times as it may determine, and the Chair may convene additional meetings of the Committee if necessary to consider business that requires urgent attention.

It is expected that the Committee shall meet a minimum of four times per year with normal practice of meetings bi-monthly.

7. Duties of the Committee

The primary duties of the Committee will be (but not limited to):

- To oversee progress on the development and delivery of workforce, organisational development, education, and cultural change strategies that support the Trust's strategic priorities and in the context of the ICS and national picture.
- To monitor and review progress against the priorities defined within the Trust's People Priorities and to ensure local workforce plans compliment and support regional and national strategies.
- To oversee progress on workforce planning aligned with finance and service delivery.
- To monitor key workforce metrics including vacancies, agency and bank spend, turnover, sickness absence, deployment, etc. and be assured that appropriate actions are being taken forward to mitigate risks including escalation to other Board Committees where appropriate.
- To review progress regarding key workforce strategic objectives including Engagement and culture, Education and Training, Health and Wellbeing, Equality Diversity, and Inclusion (EDI), and Recruitment and Retention.
- To monitor and review EDI metrics and specifically review the Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standard (WDES) prior to sign off by the Board of Directors.
- To monitor compliance against key workforce standards and statutory and regulatory responsibilities (as defined in relevant workforce policies) including pre-employment checks, DBS compliance, Employee Relations, Appraisal, Induction (corporate and local), and Occupational Health.
- To receive assurance on compliance with staff mandatory and priority training and escalate areas of non-compliance.
- To review and seek assurance against the findings of the Staff Survey results and associated findings and action plans.
- To scrutinise the assurance on leadership, talent and succession plans in place across the Trust to ensure the Trust has leaders with the appropriate skills and development opportunities.
- To monitor and be assured of the Freedom to Speak Up arrangements, and that appropriate resources are applied, and that staff feel listened to with concerns responded to. The Committee will support the FtSU Guardian to present an annual update to the Board to assure it of the effectiveness of the arrangements in place.
- To receive annual assurance on the process and progress in place to support workforce and well-being policies including, Violence & aggression, Domestic abuse & sexual violence and Disciplinary procedures.
- To oversee and receive assurance of the actions of the 10-point plan to improve resident doctor's working lives and report regularly to the Board highlighting progress, risks, and opportunities for improvement. The Committee will seek to champion the resident doctor experience as a strategic priority, ensuring it is considered in all relevant decision-making processes.
- To review on behalf of the Audit Committee the findings of Internal and External Audit reports covering matters within the remit of the People & Culture Committee, seeking assurance that appropriate actions are identified and implemented in response to recommendations and that learning is shared across the organisation.

- To receive and review entries on the Board Assurance Framework (BAF) which are to be overseen by the People & Culture Committee and ensure that they are appropriately reflected on the Committee's work programme to enable the Committee to gain assurance on the effectiveness of the controls in place and progress in addressing gaps in control and assurance.
- Consider the control and mitigation of workforce high-rated risks and provide assurance to the Board that such risks are being effectively controlled and managed.
- To seek assurance and act upon escalations arising from its sub-committee structure.

8. Reporting and Assurance

The Committee will receive a regular report from the Chief People Officer covering issues escalated from relevant executive groups. The Committee will also receive regular exception reports from any sub-committee it establishes which currently include:

- Workforce Management Group
- Resource Management Group
- Health and Wellbeing Group
- Learning, Education and Training Committee
- Equality and Diversity Strategic Group
- Staff Engagement Group

The minutes of the Committee's meetings will be provided to the Trust Board alongside a written Committee Chair's Summary Report highlighting any areas of exception, providing a summary of key assurances, and drawing attention to any matters that require disclosure or escalation to the Board, specifically where there is a lack of assurance in any aspect of workforce and education related strategies.

The Committee will provide an annual report to the Board of Directors on the effectiveness of its work and findings, including its review of relevant Board Assurance Framework entries and regulatory compliance. This will be based on an annual effectiveness review to be undertaken by the Committee (and its attendees and report authors) which will inform its forward work plan.

The Committee will review and endorse the workforce data contained within the Annual Report and Annual Accounts submission to the Board.

9. Links to other Board Committees

The Trust's Audit Committee will retain overall responsibility for monitoring, reviewing, and reporting to the Board of Directors on all aspects of governance, risk management and internal control. It will do so having regard to the assurance provided by the People & Culture Committee in undertaking its work programme.

Where there is a perceived overlap of responsibilities between the Trust's Finance & Performance Committee, Quality Assurance Committee, Perinatal Improvement Assurance Committee and Risk Management Committee usually in consultation with the Chief People Officer and Director of Corporate Affairs, the respective Committee Chair shall have the discretion to agree the most appropriate Committee to fulfil any obligation.

10. Monitoring and Review

These Terms of Reference will be reviewed by the Committee and approved by the Board of Directors annually or as any significant amendments to the Committees primary duties arise.

The Committee will commit to undertaking an annual review of the effectiveness of the Committee to inform the Committee's annual report to the Board of Directors and the following year's work programme.

Version Control	Date of Board Approval	Comments
V1 Draft		New template and amendments to wording

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