

Terms of Reference – People Committee

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26/06/2018	1	Trust Secretary	Major	Initial draft for comment
13/07/2018	1.1	Trust Secretary	Minor	Changes following Executive Team discussion
18/09/2018	1.2	Deputy Trust Secretary/Membership and Governance Administrator	Minor	Changes to incorporate Non-executive Director feedback
23/10/2018	1.3	Deputy Trust Secretary	Minor	Changes to reflect additional feedback from the Chair and Committee
20/11/2018	1.4	Deputy Trust Secretary	Minor	Changes to reflect additional feedback from the Chair and Committee, including stakeholders and Chair's role.
17/09/20	1.5	Head of Corporate Governance	Moderate	New Stakeholder Analysis section added. Updated to reflect bi-monthly meetings and title change of Trust Secretary to Director of Corporate Governance
28/01/22	1.6	Head of Corporate Governance	Moderate	Change to Committee membership to include executive directors Increase of Quorum from two to four Addition of NED champion responsibilities

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1. Constitution of the Committee

- 1.1 The People Committee is a non-statutory committee that has been established by the Board of Directors to support the discharge of the Board's strategic priorities and responsibilities relating to its workforce and education.
- 1.2 It is intended to focus primarily on all people working within and educated by the Trust, but also take a broader view that encompasses the wider stakeholder base of the Trust.

2. Purpose and function

- 2.1 The purpose of the People Committee is to ensure:
 - 2.1.1 That the Trust has a clear understanding of its strategic workforce needs and that plans are in place to deliver these;
 - 2.1.2 That the Trust's strategic priorities and performance in the following key areas are identified, implemented and monitored:
 - recruitment, retention, management and development of the Trust's workforce
 - the education strategy of the Trust and its implementation
 - the Trust's obligations under the public sector equality duty
 - 2.1.3 That the Board receive assurance that all legislative, regulatory and stakeholder requirements relating to workforce are understood and met;
 - 2.1.4 That workforce risks are understood by the Board and that appropriate mitigating actions have been identified and are being implemented.
 - 2.1.5 That the Trust is effectively delivering against the strategic objectives set out in the Trust Strategy, and in particular is delivering against the enabling strategy which is relevant to the remit of the Committee (the People Strategy).
- 2.2 The Committee shall discharge this function on behalf of the Board of Directors, working in partnership with the other Board Committees, the Governors, and other key stakeholders by:
 - 2.2.1 Supporting the development and monitoring of a strategy to recruit, train and sustain an engaged and effective workforce;
 - 2.2.2 Championing workforce and education issues ensuring adequate oversight of all workforce areas by the Board.
 - 2.2.3 Monitoring key workforce metrics to ensure that the expected standards are being delivered;
 - 2.2.4 Receiving reports to provide assurance around the compliance with legislation and regulations, including where necessary external sources of feedback as well as internal;
 - 2.2.5 Considering workforce plans and improvement plans on behalf of the Board; and
 - 2.2.6 Liaising where necessary with other Board Committees on cross-committee issues relevant to the purpose of the People Committee.
 - 2.2.7 Receive regular reports from the operational Workforce and Organisational Development sub-group of the Senior Leadership Team group (SLT).
 - 2.2.8 The Committee shall have the power to commission reports on any topics or issues which

are relevant to its remit, as set out in these terms of reference.

3. Stakeholder Community

3.1 The Committee's primary responsibility is to the Board of Directors, as detailed above. However, in order to discharge these responsibilities appropriately the Committee must work in close partnership with a number of internal and external Stakeholders. These Stakeholders influence the work of the Committee by:

- establishing external benchmark standards and requirements
- providing insights on current and emerging risks
- providing / receiving assurance on the suitability and efficacy of the Trust's approach.

3.2 The Stakeholders of the Committee are identified below:

Internal (accountable to)

- Board of Directors
- Council of Governors
- Other Board Committees

External

- NHS England and Improvement
- Healthier Together
- Government Equalities Office

Stakeholder Analysis

3.3 The Terms of Reference and the responsibilities of the Committee (PC) are critically dependent on an accurate understanding of the Stakeholder community and their associated requirements, especially any deliverables that are required.

3.4 The following table provides an analysis of the requirements and dependencies associated with the Committee's Stakeholder Community.

3.5 **Requirements for PC** - Explains what the Committee is required to do based on the requirements of the stakeholder.

3.6 **Inputs into PC** - Explains what needs to be provided into the Committee to allow it to fulfil the requirements of the stakeholder.

Internal Stakeholder Community					
Stakeholder	Requirements for PC		Inputs into PC		Section Reference
	General	Formal Deliverables	General	Formal Deliverables	
Board of Directors	To advise on status, risks, opportunities associated with the key parameters listed in 2.1 Development and oversight of the People Strategy.	Chair Report (after each meeting)	Approve Terms of Reference	None	7

Internal Stakeholder Community					
Council of Governors	Updates at Governors Quality Focus Group and Council of Governors meetings	None	None	None	8.3, 8.4
Other Board Committees	Liaising with other Board Committees on cross-committee issues.	None	People related issues raised by other Board committees.	None	2.2.6

External Stakeholder Community					
Stakeholder	Requirements for PC		Inputs into PC		Section Reference
	General	Formal Deliverables	General	Formal Deliverables	
NHS England and Improvement	Compliance with the requirements of the NHSI/E People Plan Compliance with Violence Prevention and Reduction Standard 2020	None	None	None	7.5
Healthier Together	Participate in the system wide People Strategy	None	None	None	N/A
Government Equalities Office	Compliance with the Trust's obligations under the public sector equality duty	None	None	None	2.1.2

4. Authority

4.1 The People Committee will:

4.1.1 Monitor, scrutinise and, where appropriate, investigate any workforce activity considered to be within its terms of reference;

4.1.2 Seek such information as it requires to facilitate this monitoring and scrutiny;

4.1.3 Obtain whatever advice it requires, including external professional advice if deemed necessary (and as advised by the Trust Secretary) and may require Directors or other officers to attend meetings to provide such advice.

4.2 The People Committee is a Non-Executive Committee and has no executive powers.

4.3 Unless expressly provided for in Trust Standing Orders, Trust Scheme of Delegation or Standing Financial Instructions, the People Committee shall have no further powers or authority to exercise on behalf of the Board of Directors.

5. Membership and attendance

5.1 The People Committee is appointed by the Trust Board of Directors and includes:

- One Non-Executive Director (who shall be the Committee Chair)
- Two further Non-Executive Directors
- Director of People
- Chief Nurse and Midwife
- Medical Director
- Director of Finance and Information
- Director of Strategy and Transformation

5.2 Duly nominated deputies may attend in their Director's stead with the permission of the Committee Chair.

5.3 The Director of Corporate Governance shall attend from time-to-time to provide advice to the Directors and to facilitate the formal evaluation of the Committee's performance. Other officers shall be required to attend meetings of the Committee from time to time at the invitation of the Chair also.

6. Quorum

6.1 The quorum necessary for the transaction of business shall be not less than four members, two non-executive directors, and two executive directors from the following individuals: Director of People, Chief Nurse and Midwife, or Medical Director.

6.2 Committee members may be represented at meetings of the Committee by a duly nominated delegate on no more than two successive occasions. Nominated delegates must be independent Non-Executive Directors.

6.3 A duly convened meeting of the People Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable as set out in these Terms of Reference.

7. Duties

The People Committee shall discharge the following duties on behalf of the Board of Directors:

7.1 Developing and advising the Board on a workforce strategy taking into account relevant best practice and alignment with strategic objectives for the Trust;

7.2 Monitoring, and receiving assurance on, the key areas of the workforce strategy which will include but are not limited to:

Culture

- Engagement
- Reward
- Equality & Diversity
- Bullying & Harassment
- Performance and performance management

- Wellbeing
- Freedom to Speak Up
- Health & Safety

Capacity

- Strategic workforce planning
- Recruitment and attraction
- Talent management

Capability/ Skills

- Management and Leadership Development
- Medical and clinical education – undergraduate and post graduate
- Apprenticeships
- Essential training

Tools and Technology

System and process performance, including of:

- Manager self-service
- e-rostering
- e-appraisal
- HR web

Policies and Processes

- 7.3 Monitoring an agreed set of HR-related Key Performance Indicators;
- 7.4 Reviewing other workforce and education activity as requested by the Board.

Non-Executive Director Champion Roles

- 7.5 Following the release of NHS England/Improvement’s publication entitled “*Enhancing Board Oversight: A New Approach to Non-Executive Director Champion Roles*” in December 2021 the following Non-Executive Director Champion Roles have been aligned with Committee:
- Security Management – Violence and Aggression

The Committee shall collectively undertake the statutory duties of this former role.

8. Reporting and Accountability

- 8.1 The Chair of the People Committee shall report to the Board of Directors on the activities of the Committee.
- 8.2 The Chair of the People Committee shall make whatever recommendations to the Board deemed by the Committee to be appropriate (on any area within the Committee’s remit where disclosure, action or improvement are needed).
- 8.3 The Chair of the People Committee shall liaise with the Chairs of other Board Committees where necessary to ensure that cross-committee issues receive adequate oversight (by, for example, arranging to attend other Committee meetings).
- 8.4 Outside the written reporting mechanism, the Committee Chair should attend the Council of Governors meeting, and be prepared to respond to any questions on the Committee’s area of responsibility to provide an additional level of accountability to members.
- 8.5 Outside the formal reporting procedures, the Governors’ Quality Focus Group shall be informed by the People Committee via the Chair and Executive Leads, supported by the

Trust Secretariat.

9. Administration

- 9.1 The Trust Secretariat shall provide administrative support to the Committee.
- 9.2 Meetings of the People Committee shall be called by the Director of Corporate Governance at the request of the Committee Chair.
- 9.3 Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be made available to each member of the Committee and any other person required to attend, no later than five working days before the date of the meeting.
- 9.4 Supporting papers shall be made available to Committee members no later than five working days before the date of the meeting.
- 9.5 The secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and those in attendance.
- 9.6 Draft minutes of meetings shall be made available promptly to all members of the Committee

10. Frequency of Meetings

- 10.1 The Committee shall meet 6 times per year, in advance of each meeting of the Board of Directors.

11. Review of Terms of Reference

- 11.1 The Committee shall, at least once a year, review its own performance and Terms of Reference to ensure it is operating at maximum effectiveness.