People & OD Committee
TERMS OF REFERENCE

1 Constitution

1.1 The People and OD Committee oversee all matters relating to workforce planning, talent acquisition, learning & development, employee productivity and workforce performance. It is responsible for ensuring that effective People & OD programmes are developed, which align with organisational strategy and deliver continuous improvement in organisational effectiveness. All within the context of system transformation and organisational change.

1.2 The People & OD Committee has established a number of groups to execute its responsibilities as follows :
Employee Engagement
Workforce Planning
Equality, Diversity & Inclusion
People Operations Service Delivery
Occupational Health & Wellbeing

1.3 A bi-annual, half-day People & OD Workshop will be led by the Non-Executive Director aligned to Workforce and Chief People Officer to facilitate co-creation of value proposition within the context of system transformation to develop the workforce the future.

2 Purpose

2.1 The People and OD Committee's core purpose is to:

- provide a vehicle for strategic planning and continual improvement of Organisational Effectiveness (see Figure 1)
- oversee execution of the People & OD Strategy by monitoring delivery of the in-year workforce priorities and People & OD business plans (Service Line and Corporate)
- ensure there is a consistent focus on People and OD at Board level and independent challenge in support of our strategy and vision of being a Great Place to work
- assess organisational effectiveness against a People & OD scorecard

2.2 The groups of the People & OD Committee will:

Employee Engagement

- Oversee the ongoing development of our values-based culture, leadership and employee engagement

Workforce Planning

- Bring together service lines and corporate teams in an integrated planning and development agenda, ensuring that there are robust workforce plans in place across the Trust including role redesign, skills development, medical and clinical education

Equality, Diversity & Inclusion

- Maintain oversight of the delivery of the equality and diversity strategy, including the Equality Delivery System (EDS2) and Workforce Race Equality Standard (WRES)

People Operations Service Delivery

- Ensure continuing development of People practices and services by discussing key workforce issues, recommending solutions and prioritising resources

Health & Wellbeing

- Facilitate the effective implementation of health & wellbeing initiatives and support the

delivery of the Workforce Health & Wellbeing Strategy

2.3 The purpose of the bi-annual People & OD Workshop is to:

- develop the value proposition that underpins the Trust People & OD Strategy and feeds into system transformation
- discuss key workforce risks for the system as a whole in order to build an agile & resilient organisation (ambidextrous leadership)
- govern & embed a culture in which high-quality care and quality improvement is intrinsic to everyone (organisational citizenship behaviours)
- determine key priorities for the People & OD Committee in the year ahead
- ensure the correct investment level in People and that long-term ROI is validated
- preparing the workforce for the future

3 Duties

3.1 The People & OD Committee will:

- collectively ensure that the meetings add value (see Appendix 2)
- ask the right questions to ensure: we have the right people, in the right job, with the right skills, at the right place, in the right time and for the right cost (the 6Rs[1]). See Appendix 1 for the Quality of Conversation framework
- embed Trust-wide ownership for the People & OD agenda, working across organisational boundaries and unblocking issues when they arise
- advocate for and uphold our values, working to develop our engaging leadership, culture and capacity for transformational change
- identify workforce risks to organisational performance and recommend mitigation strategies, taking input from performance committees
- act as the escalation point for People & OD service delivery issues when normal operational processes cannot resolve
- ensure fit for purpose workforce plans are in place, which enable us to live within our budget and achieve sustainable staffing models. This to include oversight and quality of Medical and Clinical Education, role and service redesign and the safe staffing agenda (Workforce Planning group)
- maintain oversight and responsibility for People & OD practices across the whole employee lifecycle, ensuring we are continually improving outcome measures (People Operations Service Delivery group)
- provide a forum for employee voice to be heard through involvement and advocacy (Employee Engagement group)
- oversee the continual development of an inclusive culture in which equality & diversity is embedded into all of our people practices (Equality, Diversity & Inclusion group)
- ensure the health & wellbeing of our team members continues to be supported as an organisational priority (Health & Wellbeing group)

4 Membership

4.1 The People & OD Committee comprises:

- Chair: Non-Executive Director (aligned responsibility for Workforce)
- Non-Executive Director
- Chief People Officer
- Chief Nurse or Head of Professional Standards
- Clinical Director (on behalf of CD Group)
- Operations Directors/ Heads of Service or delegated Service Lead / Professional Lead

[1] Jim Collins, Good to Great

- Associate Directors of People & OD
- Head of People Operations
- Head of Occupational Health & Wellbeing
- Head of Communications
- Deputy Director of Finance or delegated Finance Business Partner
- Associate Director of Estates or delegated Head of Facilities Management
- Chief Information Officer or delegated Head of Service
- Associate Director, Performance & Business Intelligence
- Director of Medical Education
- Head of Commercial

4.2 Members are required to send an appropriate deputy where they themselves cannot attend. Members are expected to have devolved accountability for their lead areas and be aware of the key issues to raise at People & OD Committee and to endorse/support People & OD Committee decision making. All members are expected to represent the views and requirements of their staff group, Care Group or in the case of the Corporate management rep, the entirety of the Corporate service.

5 Attendees

5.1 The following attendees will be invited when required:

- Other organisational managers and colleagues invited to attend meetings for specific agenda items or when issues relevant to their area of responsibility are to be discussed
- The Chair of the Committee will follow up any issues related to the unexplained non-attendance of members. Should non-attendance jeopardise the function of the Committee the Chair will discuss the matter with the members and if necessary seek a substitute or replacement

5.2 The People & OD Committee may call upon any employee to attend the meeting

5.3 Executive Directors, Non-Executive Directors and Clinical Directors have a standing invitation

6 Chair

6.1 The Non-Executive Director aligned to Workforce will chair the Committee. In the absence of the Chair, a nominated deputy will be cover. The Chair of the Committee will follow up any issues related to the unexplained non-attendance of members. Should non-attendance jeopardise the function of the Committee the Chair will discuss the matter with the members and if necessary seek a substitute or replacement.

7 Secretary

7.1 The administration of the meeting shall be supported by the PA to the Chief People Officer or alternative member of Business Support who will arrange to take minutes of the meeting and provide appropriate support to the Chairman and committee members.

7.2 The agenda and any working papers shall be circulated to members five working days before the date of the meeting.

8 Quorum

8.1 No business shall be transacted at the meeting unless the following are present:

- The Chair or nominated deputy
- Chief People Officer or nominated deputy
- Operations Director

9 Frequency

9.1 The People & OD Committee will meet on a quarterly basis unless the Chair of the Committee decides it necessary to alter the frequency of the meeting based on the volume or complexity of business that the Committee is asked to consider.

10 Notice of meetings

10.1 Meetings shall be summoned by the secretary of the Committee at the request of the Chair.

11 Minutes of meetings

11.1 Minutes of the meeting will be shared with the members following agreement by the Chair.

12 Authority

11.1 The People & OD Committee has no powers, other than those specifically delegated in these Terms of Reference.

12.2 The People & OD Committee is authorised to:

- To seek any information it requires from any employee of the Trust in order to perform its duties
- To call any employee to be questioned at a meeting of the People & OD Committee as and when required
- Seek external expertise where required

13 Reporting

13.1 The Chair will report by exception to the Board/ Trust Management Team on a quarterly basis via a formal written report.

13.2 The People & OD Committee shall make whatever recommendations to the Board/ Trust Management Team it deems appropriate via the report from the Chair (items requiring immediate decision to go direct to the weekly directors meeting).

13.4 The identified groups of the People & OD Committee, as described in section will provide a written exception report bringing to the attention of the People & OD Committee any matters which require further consideration. The exception report will also highlight any action taken to resolve matters of concerns or the outcome of actions delegated to it.

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Approved at Board meeting	Date: Jan 2018 Previously 31 July 2017
Date of Next Review	Date: Dec 2018

People & OD Committee Meeting Structure

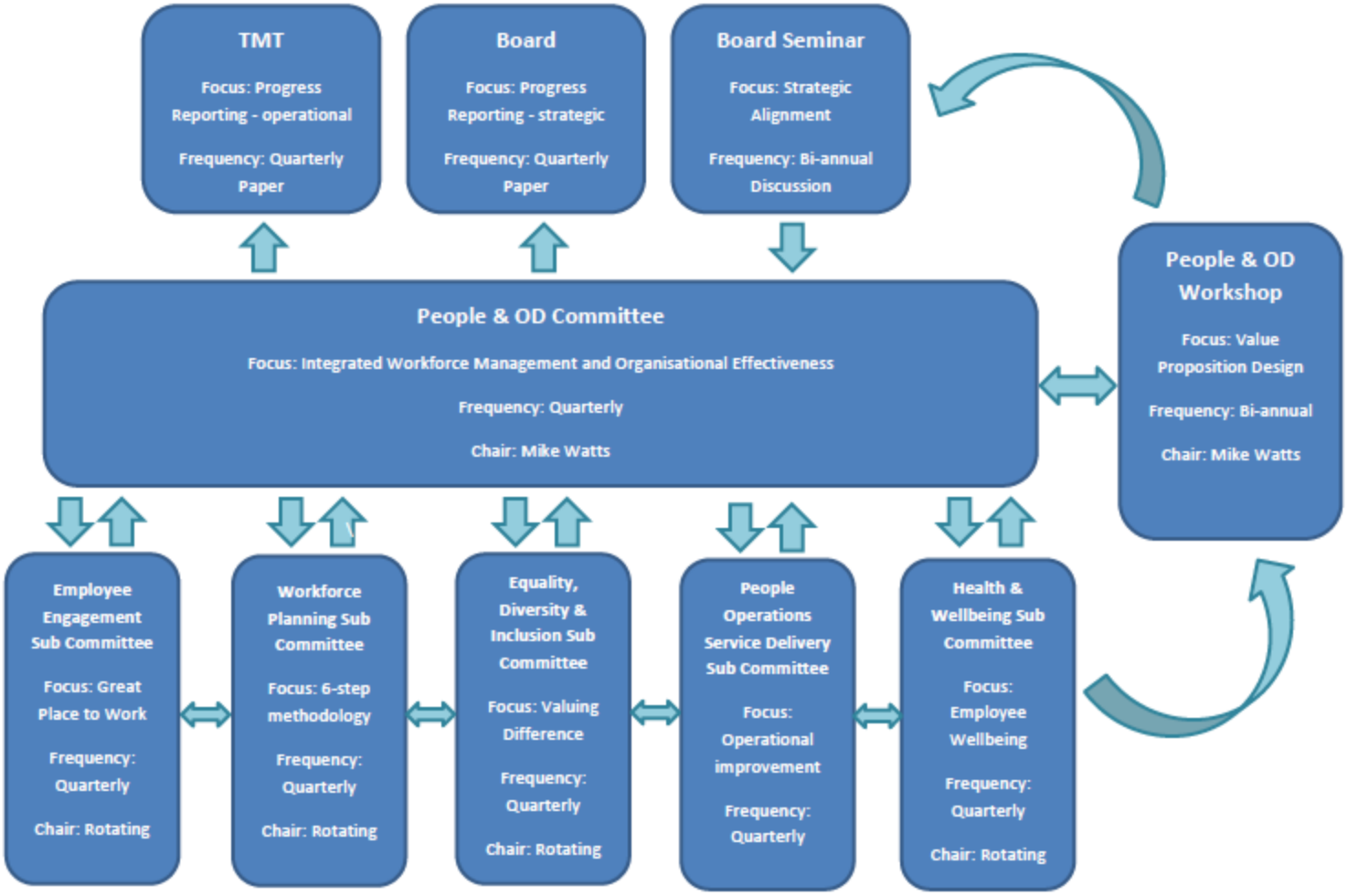

Figure 1 Model of Organisational Effectiveness

Appendix 1 Quality of Conversation framework (Standing Agenda)

The following questions get to the heart of the organisational effectiveness model (see Figure 1) and will form the standing agenda. There will be greater emphasis on some elements depending where we are in the annual business cycle. Assurance will be sought from Care Groups and Corporate Services in the form of a written paper and key issues will be discussed during the meeting. Workforce performance metrics will be tracked in a dashboard.

Workforce Planning
Do we have well founded establishment requirements?
Do we have an informed view of changing workforce requirements?
Is our staffing model sustainable?

Workforce Acquisition
Do we have the required sourcing capability?
Are our Recruitment & Retention plans delivering value?

Workforce Deployment
Do we optimise productivity of the established workforce?
Do we understand the cost of our workforce and are we deriving best value?

Workforce Development
Do we have a clear L&D offer/curriculum and is it appropriately costed/funded/owned?
Are planned learning outcomes being delivered?
Do we have accurate records of learning?

Strategy, Culture & Leadership
Are we creating the right culture and environment to support people to be the best they can?
Do we have the leadership needed at each level of required leadership contribution?
Do we have robust leadership succession plans?
Are our values embedded in our decision-making and behaviours?
Are internal communications effective and engaging?
What scenarios (STP) do we need to strategically plan for and how do we flex our workforce?

Appendix 2 People & OD Committee Charter

The People & OD Committee members agree to uphold the following charter in order to uphold our values and take action that makes a difference.

- Put the most important items on the agenda
- Check at the beginning of the meeting that the agenda items are the right ones
- Be fully present in the room
- Sense check priority items and support time management
- Work in partnership and don't throw stones
- Call it if we aren't having the courageous conversation
- Speak up if we aren't deriving value from the meeting
- Actively encourage divergent perspectives and opinions
- Commit to having a 15 minute break
- Rate the usefulness of the meeting at the end and agree how to improve next time
- Follow through on agreed actions