



Terms of Reference

Title:	Workforce Committee
Approving Body: Date approved, and	Trust Board July 2016
Review Date: Next Review Date:	April 2016 April 2017
Purpose:	<p>The purpose of the Committee is to provide the Trust Board with an independent and objective review of, and assurances in relation to:</p> <ul style="list-style-type: none"> • the design, development and implementation of a Workforce Strategy that supports the Trust's vision and continues to maximise the potential of its workforce to deliver the highest quality of care to patients • effective management and leadership development • the quality and delivery of workforce plans • workforce development and learning • workforce communications • employee engagement • organisational development and organisational culture • health and wellbeing of staff • equality and diversity • compliance with employment legislation and the standards of relevant external professional bodies • responses to national reports, eg, Francis II, etc.
Membership:	<p>Non-Executive Director (Chair) Non-Executive Director (Vice Chair) Director of Strategy, Transformation and Workforce Chief Operating Officer Director of Clinical Care & Patient Safety Director of Finance and Resources</p>
In Attendance:-	<p>Head of Human Resources Head of Workforce Development and OD Engagement Manager Trust Secretary</p>
Ex-Officio:	<p>Chief Executive Chair</p> <p>In addition to the above, the Committee may wish to seek the attendance from other internal and external parties, dependent upon the nature of the business being considered. This will be at the discretion of the Chair.</p>

Deputies:	Deputies will be permitted (see 'Attendance')
Chair:	Non-Executive Director
Vice Chair:	Non-Executive Director
Quorum:	Three members; one of whom must be a Non-Executive Director
Secretary:	P.A. to Director of Strategy, Transformation and Workforce
Frequency of Meetings:	Bi Monthly Extraordinary meetings may be called if an urgent workforce governance issue needs to be addressed
Rules as to Meetings & Proceedings: Notice of Meetings: Minutes:	<p>To be called by the Secretary at the request of the Chair</p> <p>Standing Orders and Standing Financial Instructions of the Trust as they apply to formally constituted Committees. As such, members of this Committee may request a meeting in writing in line with Standing Orders, Section 3.</p> <p>Unless otherwise stated, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and supporting papers, shall be forwarded to each member of the Committee and any other person required to attend, no later than 5 working days before the date of the meeting; save exceptional circumstances.</p> <p>The Secretary shall ensure the minutes of the proceedings and resolutions, including recording the names of those present and in attendance, are taken and transcribed.</p> <p>A draft copy of the Minutes, approved by the Committee Chair, shall be circulated promptly to all members and, once agreed, to members of the Board.</p> <p>The Chair of the Committee shall draw to the attention of the Board any issues that require disclosure to the full Board or require Executive action.</p> <p>The Committee will be supported administratively by the PA to the Director of Strategy, Transformation and Workforce who will:</p> <ul style="list-style-type: none"> • Agree the agenda with the Committee Chair, collate and distribute papers within time-frames • Ensure Minutes are taken and keep a record of matters arising and issues to be carried forward
Attendance at meetings:	Members are expected to attend at least five of the six meetings in one year. On those occasions when members cannot attend, they shall submit a brief written report on all actions, to be presented by their named deputy.

<p>Authority / Tolerances:</p>	<p>The Committee is authorised to:</p> <ul style="list-style-type: none"> • Investigate any activity within its Terms of Reference • Seek reports and assurances from Managers on individual functions or overall arrangements for all aspects of workforce, equality and staff wellness • To obtain legal or other independent advice if it considers necessary • Secure the attendance/participation of third parties with relevant experience and expertise • Establish tasks & finish groups to undertake specific pieces of work • Commission visits, inspections, research, surveys or other activities, as necessary for it to obtain knowledge and • Develop necessary policy and strategy documents relative to its remit
<p>Duties – Decision-making, Direction and Promotion:</p>	<p>Develop and agree those strategies and work plans relevant to its remit, ensuring their alignment with the Trust’s vision and strategic direction, and provide assurance to the Board on their ongoing development and delivery. These include but are not limited to:</p> <ul style="list-style-type: none"> • Workforce Strategy and Annual Workforce Plan • Equality and Diversity Strategy • Registration Authority Strategy <p>Ratify those underpinning policies and procedures, guidelines and plans to support agreed strategy, providing assurance to the Board that these are effectively and safely delivered. Seek assurance over effective monitoring by sub-groups.</p> <p>Lead the implementation of the Workforce Strategy, commissioning and/or overseeing policy development and programmes of work that will deliver progress towards the Strategy</p> <p>Agree and recommend to the Trust Board, the appropriate workforce indicators and benchmarks that will drive and deliver continuous improvement and quality and to keep these under regular review</p> <p>Agree workforce development priorities and clear measures of success and put in place monitoring mechanisms</p> <p>Review the findings of the annual National NHS Staff and local culture surveys and agree, evaluate and monitor associated action plans that will improve staff experience.</p> <p>Lead the Trust’s strategies and plans which protect and enhance the health, safety and wellbeing of the Trust’s workforce.</p> <p>Promote leadership that involves, consults and develops partnerships and a culture that encourages challenge and debate to secure radical improvements in service delivery</p> <p>Agree those annual priorities and targets, relative to the remit of the Committee, for inclusion in the Annual Plan, Quality Report and CQUIN; ensuring these are appropriate, challenging and that they lead to improvement</p>

	<p>Approve the Terms of Reference and membership of its supporting groups and oversee the work of those groups, scrutinizing work-programmes; ensuring these contribute to the Trust's objectives</p>
<p>Duties - Reviewing:</p>	<p>the adequacy of the performance and regulatory framework in place to ensure the Trust meets the workforce elements of the essential levels of quality and safety as set out by the system of registration and legislation, providing assurance to the Board, including Fitness to Practice and Fit and Proper Person Testing.</p> <p>annual learning and development plans ensuring that the Trust delivers a comprehensive multi-disciplinary education and training programme that supports staff to achieve excellence and underpins the workforce plan</p> <p>mechanisms for ensuring the Trust actively listens to and proactively engages with staff on workforce and equality related issues</p> <p>overseeing external assessments, staff surveys and any major internal audit reports in relation to workforce and equality, for example, Care Quality Commission Reviews, seeking assurance that appropriate actions are being implemented to address any recommendations/findings</p> <p>national guidance relating to workforce and equality and providing the Board with specialist advice on implications and assurances that best-practice will be implemented</p> <p>monitoring the impact on workforce i.e., skill mix, retraining, development etc., of implementation of service and/or cost improvement projects and initiatives through the programme management office and seeking further assurances where necessary</p> <p>overseeing the workforce aspects of growth, competition and/or collaboration proposals in line with organisational developments and seeking assurance from the Finance Committee that robust exit strategies exist for all 'at risk' services</p> <p>the adequacy of the Trust's management processes and plans for workforce planning and development, absence management, organisational development, health, safety and wellbeing, equality and diversity and new ways of working</p> <p>monitoring progress of any major workforce initiatives in the Trust, ensuring that due account is taken of relevant guidance governing major changes and the requirement for informal involvement, engagement or formal consultation prior to consideration by the Board</p> <p>at each meeting, those entries on the Board Assurance Framework which are overseen by the Committee. This will include monitoring progress made and mitigating risk and identifying where the Committee requires additional assurance from the Executive</p>

	<p>maintaining an overview of the assessment and inter-relationship of risks on department/directorate and high level risk registers to ensure integration between workforce and equality agenda and the prioritising of resources. Reporting to the Board of any significant risks or non-compliance with the Trust's risk management processes.</p> <p>proposing effective communications on workforce issues</p> <p>maintaining and progressing high standards of employment practice that define and drive the culture of the organisation</p> <p>overseeing training and education activities within the Trust to ensure that high-quality professional training is provided and seek assurance that appropriate mechanisms are in place for identifying personal development needs through effective staff appraisal</p> <p>plans for the devolvement of human resource management activities to Business Units / Service Lines to support decisions to be taken and people management activities to be delivered, at that level and overseeing delivery of the employment and service aspects of the Single Equality Scheme and its various elements ensuring equality and diversity are a key dimension of the Committee's work.</p> <p>overseeing the development of meaningful baseline workforce metrics and performance improvement targets, monitor these and ensuring that priority is given to areas of weakness, concern or Trust priority.</p> <p>overseeing the establishment of a framework for professional self-regulation within the Trust</p> <p>and seeking assurances that satisfactory governance arrangements are in place to support staff in raising concerns i.e., Whistle-blowing and monitoring their update to reflect new guidance and in the light of local experience</p>
<p>Duties – Monitoring:</p>	<p>progress and delivery of the strategies and training plans relevant to the Committee</p> <p>the strategic priorities, including review of the Board Assurance Framework as appropriate to the work of the Committee</p> <p>overseeing the Trust's continuing professional development programme and activity</p> <p>performance against internal and external improvement targets, and directing management on actions to be taken to address under-performance</p> <p>overseeing the establishment of a framework of self-regulation within the Trust</p> <p>monitoring staff levels and skill mix and be assured of safe staffing levels</p>

	<p>The Committee shall make recommendations to the Audit Committee annually concerning the annual programme of Internal Audit work to the extent that it applies to matters that fall within these Terms of Reference.</p> <p>The Chair will provide, annually, a report on the effectiveness of its work and findings, to the Board. This will assist that Committee in discharging its responsibilities for providing assurance to the Trust Board in relation to all aspects of governance, risk management and internal control.</p>
Risks:	<p>The Committee shall identify all emerging risks from the business transacted at each of its meetings and report these to the Trust Board.</p>
Self-Assessment:	<p>The Committee shall review its performance annually against its Terms of Reference and prepare a report for consideration by the Board reflecting on its work and in particular the assurances it has sought, received and then in turn given to the Trust Board in relation to the scope of its Terms of Reference.</p>