

The Workforce Committee

Annual Report

Financial Year 1 April 2022 to 31 March 2023

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1 PERIOD COVERED BY THIS REPORT

This report covers the work of the Workforce Committee for the financial year 1 April 2022 to 31 March 2023.

2 INTRODUCTION

2.1 OBJECTIVE OF THE COMMITTEE

The Workforce Committee has been formally established by the Board of Directors as one of its sub-committees. It is authorised to investigate and seek assurance on all aspects of strategic workforce matters relating to the provision of care and services in support of getting the best clinical outcomes and experience for patients and staff. The purpose of the committee is also to ensure there is a positive working environment for staff which promotes an open culture that helps staff do their job to the best of their ability.

On behalf of the Board of Directors the committee will:

- Seek assurance on the progress made against the NHS People Plan.
- Seek assurance on the development and the delivery of the Trust's People Plan and will have oversight of the Plan's key strategic themes which include: health and wellbeing; resourcing; equality and inclusion; engagement and retention; and leading together.
- Carry out the role of Wellbeing Champion.
- Be responsible for signing off any underpinning workforce strategies.
- Seek assurance on the development of the workforce to ensure the Trust has productive staff with the skills, competencies, and knowledge to provide safe and effective care.
- Seek assurance that the Trust is meeting its legal and regulatory duties in relation to its employees.

- Have oversight of relevant workforce data and specific initiatives in relation to the equality and inclusion agenda as requested by the Board of Directors, recognising that a significant element of the Trust's work to ensure equality and inclusion is with regard to the workforce.
- Seek assurance that the Trust is actively involved and where relevant influencing work taking place at a national, regional, and local level including the work carried out by the West Yorkshire and Harrogate Integrated Care System relating to workforce.
- Seek assurance on progress against the workforce metrics.
- Seek assurance around the risks delegated to it via the Board Assurance Framework. The committee should determine if the appropriate level of risk has been identified, review the effectiveness of the controls in place relevant to the risks, review and challenge the strength of the assurances provided, identify any gaps in control or assurance and ensure that the risk lead identifies appropriate actions to address such gaps.
- Where necessary seek assurance into any area of work related to workforce and related matters on behalf of the Board.
- The committee will also review the draft Internal Audit Annual work plan so it can be assured on the sufficiency of the work the Auditors will carry out in respect of matters pertaining to the duties of the committee. Assurance on the plan's sufficiency (or comments on any matters that should be included) will be provided to the Audit Committee to allow it to approve the overall plan.

This report covers the work the committee has undertaken at the meetings held during 2022/23. It seeks to assure the Board on the work it has carried out and the assurances received, and to demonstrate that it has operated within its Terms of Reference.

Secretariat support is provided by the Corporate Governance Team in relation to agenda planning; minutes; managing cumulative action logs; and general meeting support.

3 ASSURANCE

The committee receives assurance from the executive director members of the committee and from the subject matter experts who attend the meetings as required dependant on the agenda items being discussed.

Assurance is provided through written reports, both regular and bespoke, through challenge by members of the committee and by members seeking to validate the information provided through wider knowledge of the organisation; specialist areas of expertise; attending meetings of the Board of Directors and the Council of Governors; leadership visits; and talking to staff.

The committee is assured that it has the right membership to provide the right level and calibre of information and challenge and that the right reporting methods, structures, and work plans are in place to provide oversight on behalf of the Board in respect of performance in the areas covered by its Terms of Reference.

Part of its assurance role is to receive the Board Assurance Framework (BAF); a primary assurance document for the Board which details those key controls in place to ensure that the risks to achieving the strategic objectives are being well managed. The BAF lists those committees that are responsible for receiving assurance in respect of the effectiveness of those controls, and the Workforce Committee will be asked to note, in particular, those where it is listed as an assurance receiver to ensure that it has received sufficient assurance through the reports that come to the committee or to commission further information where there is a lack of assurance (actual or perceived). The Workforce Committee is listed as an assurance receiver for the following risk:

- SR3 - There is a risk that we fail to deliver a culture and environment that recruits, retains, and attends to the wellbeing of staff to enable them to be their best and deliver quality services now and in the future.

At the August 2022 meeting the committee agreed the new wording for SR3 which now references wellbeing (see above). During 2022/23 the strategic risks, controls and assurances in the Board Assurance Framework were refreshed. This resulted in the BAF not going to the Workforce Committee on its normal cycle. The committee then

considered how often it wants to receive the BAF and agreed that going forward this would be at each meeting. The refreshed BAF went to the December 2022 and February 2023 meetings and here the committee confirmed that it had received sufficient assurance in regard to those risks where it was named as an assurance receiver.

4 TERMS OF REFERENCE FOR THE WORKFORCE COMMITTEE

The Workforce Committee reviewed and approved its ToR at its meeting on the 9 February 2023 which had been updated to reflect that the committee is linked to the People and Organisational Development (POD) Governance Group as an assurance receiver. The committee agreed that the revised ToR reflected the work of the committee appropriately and no further amendments were suggested. In March 2023 the Terms of Reference (ToR) for the Workforce Committee were ratified by the Board of Directors.

5 MEETINGS OF THE COMMITTEE

In 2022/23 the committee met on six occasions and each of these meetings was held virtually. The dates on which the committee has met during the year are as follows:

- 14 April 2022
- 16 June 2022
- 1 August 2022
- 6 October 2022
- 12 December 2022
- 9 February 2023

The draft agenda for each meeting is presented to the Chair of the Workforce Committee and the Director of People and Organisational Development.

In line with its Terms of Reference, paperwork for this meeting is circulated to members seven calendar days prior to the meeting taking place. All actions pertaining to the meetings of the committee are tracked on a cumulative action log and presented to each meeting by the Committee Secretariat for assurance with progress made.

6 MEMBERSHIP OF THE COMMITTEE AND ATTENDANCE AT MEETINGS

The membership of the Workforce Committee is made up of two non-executive directors; the Director of People and Organisational Development; the Director of Nursing, Quality and Professions, the Chief Operating Officer, and the Medical Director. The committee is chaired by a non-executive director (NED), Helen Grantham. Merran McRae was the other regular NED member of this committee until she was appointed as the new Chair of the Trust on the 1 January 2023. Kaneez Khan took over as a permanent NED member of the committee from February 2023. Should the NED chair be unable to chair the meeting this role will fall to another NED.

Subject area experts are also invited to attend the meetings as appropriate, to provide expertise and knowledge on the areas that they are responsible for. On this occasion, they are attendees and do not count towards the membership of the meetings as outlined in the Terms of Reference.

The Trust also invites governors to observe Board sub-committee meetings. This opportunity allows governors to observe the work of the committee, rather than to be part of its work as they are not part of the formal membership of the committee. Governors observe Board sub-committee meetings in order to get a better understanding of the work of the Trust and to observe non-executive directors appropriately challenging the executive directors for the operational performance of the Trust.

The table below shows attendance for substantive members of the committee for the meetings that took place during 2022/23.

Attendance at Workforce Committee meetings by substantive members

Key:

- ✓ shows attendance
- shows when apologies had been given by a member for a particular meeting
- shows when the individual was not eligible to attend the meeting
- * shows the Chair of the meeting
- ** shows when the individual was observing the meeting

| Name | 14 April 2022 | 16 June 2022 | 1 August 2022 | 6 October 2022 | 12 December 2022 | 9 February 2023 |
|--|---------------|--------------|---------------|----------------|------------------|-----------------|
| Helen Grantham (Non-executive Director, Chair of the Committee) | ✓* | ✓* | ✓* | ✓* | ✓* | ✓* |
| Joanna Forster Adams (Chief Operating Officer) | - | - | ✓ | ✓ | ✓ | - |
| Dr Chris Hosker (Medical Director) | - | - | ✓ | ✓ | ✓ | ✓ |
| Kaneez Khan (Non-executive Director) | | | | | | ✓ |
| Merran McRae (Non-executive Director) | ✓ | ✓ | - | ✓ | ✓ | |
| Darren Skinner (Director of People and Organisational Development) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Cathy Woffendin (Director of Nursing, Professions and Quality) | ✓ | ✓ | ✓ | - | ✓ | ✓ |

Attendance at Workforce Committee meetings by formal attendees

Key:

✓ shows attendance

- shows when apologies had been given for a particular meeting

■ shows when the individual was not eligible / required to attend the meeting

** shows when the individual was observing the meeting

| Name | 14 April 2022 | 16 June 2022 | 1 August 2022 | 6 October 2022 | 12 December 2022 | 9 February 2023 |
|--|---------------|--------------|---------------|----------------|------------------|-----------------|
| Caroline Bamford (Head of Diversity and Inclusion) | ■ | ■ | ✓ | ■ | ■ | ■ |
| Alex Cowman (Head of Wellbeing) | ✓ | - | ✓ | - | ✓ | ✓ |
| Frances Dodd (Associate Director of People Experience) | ✓ | ✓ | ✓ | - | ✓ | ✓ |
| Angela Earnshaw / Fiona Sherburn (Associate Director for People Resourcing and Organisational Development) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Cassie Good (Head of Strategic Resourcing and Talent Development) | ■ | ■ | ■ | ■ | ✓ | ■ |
| Cath Hill (Associate Director for Corporate Governance and Trust Board Secretary) | ✓ | - | - | ✓ | ✓ | ✓ |
| Andrew McNichol (Head of People Analytics and Temporary Staffing) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Holly Tetley (Associate Director of Employment) | ✓ | ✓ | ✓ | ✓ | ✓ | - |

The Workforce Committee also extends an invitation to governors to observe its business. During 2022/23 the following governors attended main business meetings in the capacity of observer.

Key:

** shows when the individual was observing the meeting

| Name | 14 April 2022 | 16 June 2022 | 1 August 2022 | 6 October 2022 | 12 December 2022 | 9 February 2023 |
|--|---------------|--------------|---------------|----------------|------------------|-----------------|
| Oliver Beckett (Public Governor) | | | | ** | | |
| Rachel Gibala (Service User Governor) | | | | | | ** |
| Bryan Ronoh (Carer Governor) | ** | ** | | | | ** |
| Tina Turnbull (Appointed Governor: Volition – Leeds) | | | ** | | | |

7 REPORTS MADE TO THE BOARD OF DIRECTORS

The Chair of the Workforce Committee makes an assurance and escalation report regarding the most recent meeting of the committee to the next available Board of Directors' meeting. This report seeks to assure the Board on the main items discussed by the committee, and should it be necessary to escalate to the Board any matters of concern or urgent business which the committee is unable to conclude. The Board may then decide to give direction to the committee as to how the matter should be taken forward or it may agree that the Board deals with the matter itself.

Where the Board wants greater assurance on any matters that are within the remit of the Terms of Reference of the committee the Board may ask for these to be looked at in greater detail by the committee.

The below table outlines the dates that the assurance and escalation reports were presented by the Chair of the Workforce Committee to the Board of Directors meetings.

| Date of meeting | Assurance and escalation report to Board by Chair |
|------------------------|--|
| 14 April 2022 | 19 May 2022 |
| 16 June 2022 | 28 July 2022 |
| 1 August 2022 | 29 September 2022 |
| 6 October 2022 | 24 November 2022 |
| 12 December 2022 | 26 January 2023 |
| 9 February 2023 | 30 March 2023 |

8 THE WORK OF THE COMMITTEE DURING 2022/23

During 2022/23 the Chair of the Workforce Committee confirmed that the committee has carried out its role in accordance with its Terms of Reference. Further details of all these areas of work can be found in the minutes and papers of the committee.

A high-level summary of areas of work on which the committee has received information and assurance during 2022/23 are as follows:

Reports on:

- Workforce performance data
- The development and delivery of the Trust's People Plan and review of the performance dashboard
- NHS Staff Survey and Bank Staff Survey results and intention plans
- Trust-wide strategic workforce planning including current progress, ongoing work, and future planning, monitoring and cycles
- Updates on the NHS Pay Award 2022/23 and interventions as a result of the changes to the NHS Pension Scheme
- Regular updates on industrial action and cost of living support via the People and Organisational Development Governance Group Chair's Report
- National, regional, and local networking
- The Leeds Health and Care Academy One Workforce Strategy
- The new learning management system for compulsory training and appraisals

- Workforce Race Equality and Workforce Disability Equality Standards and Gender Pay Gap Report 2022
- Update on progress to address the recommendations in the Modern Slavery Act Audit Report and approval of the Trust's Modern Slavery Statement

Assurance on:

- The actions and progress undertaken within the Wellbeing Guardian Report
- The Board Assurance Framework and the management of Strategic Risk 3
- The Trust's response to the Covid-19 pandemic in relation to workforce issues including staff vaccinations, redeployment, and staff sickness
- The work carried out to improve compliance with Personal Development Reviews (previously referred to as appraisals)
- The work carried out to improve clinical supervision compliance across the Trust
- Prevention Management of Violence and Aggression (PMVA) training compliance
- Violence reduction and the ongoing work to implement the NHS Violence Prevention and Reduction Standard
- Action plans associated with the various underpinning workforce strategies: Nursing Strategy, Psychological Professions Strategy, Medical Strategy, and Allied Health Professions Strategy
- Recruitment and retention updates including international recruitment progress to date and future plans; the current position with apprenticeships and levy expenditure; and the development of a Retention Strategy and Talent Development Framework
- Review of the Trust's current management development offer and future plans
- Overview of the systems and processes in place to support learning and development across the Trust
- Report on feedback and experiences from placement students and information on the quality and standards across the Trust's various learning environments
- Winter planning arrangements

9 Conclusion

The Chair of the Workforce Committee would like to assure the Board of Directors that the committee has fulfilled its Terms of Reference during 2022/23. This work is underpinned by the refresh of its Terms of Reference, and its Annual Cycle of Business. Throughout the year the Committee has monitored the impact of the pandemic and associated pressures on the workforce and gained assurance on how workforce matters are considered and addressed. It has added value by maintaining an open and professional relationship with officers of the Trust and has carried out its work diligently; discussed issues openly and robustly; and kept the Board of Directors apprised of any possible issues or risks.

Members of the Workforce Committee would like to thank all those who have responded to its requests during the year and who have supported it in carrying out its duties.

Helen Grantham
Non-executive Director
Chair of the Workforce Committee
March 2023

Rose Cooper
Corporate Governance Officer
March 2023

WORKFORCE COMMITTEE

Terms of Reference

**(Approved by the Committee on the 9 February 2023
Ratified by the Board of Directors on the 30 March 2023)**

1 NAME OF COMMITTEE

Workforce Committee

2 COMPOSITION OF THE COMMITTEE

Members: full rights

| Title | Role in the committee |
|---|--|
| 2 Non-executive Directors | Chair and NED challenge to the executive arm of the organisation |
| Director of People and Organisational Development | Assurance on the OD and Workforce aspects of their portfolio in relation to the delivery of the strategic aims, goals and plans relating to staff and legal and statutory HR functions |
| Director of Nursing, Quality and Professions | Assurance on the professional workforce aspects of the Nursing and Allied Health Professional, Psychology and Psychotherapy staff |
| Medical Director | Assurance on the professional workforce aspects of the medical staff |
| Chief Operating Officer | Executive Director with responsibility for oversight and delivery and development of Care Services. Assurance and escalation provider to the Workforce Committee |

In attendance: in an advisory capacity

| Title | Role in the committee | Attendance guide |
|---|--|------------------|
| Associate Director for Corporate Governance | Trust Board Secretary overseeing the information flows of the committees | Each meeting |

| Title | Role in the committee | Attendance guide |
|---|---|------------------|
| Associate Director for People Resourcing and Organisational Development | Provide information and assurance on organisational development, leadership and management development, talent development and strategic resourcing, including widening participation and apprenticeships | Each meeting |
| Associate Director of People Experience | Provide information and assurance on wellbeing, equality and diversity, engagement and marketing and communications | Each meeting |
| Associate Director of Employment | Provide information and assurance on the approach taken to employment practices, policies and processes, partnership working arrangements internally within the Trust and effective change management approaches affecting people | Each meeting |
| Head of People Analytics and Temporary Staffing | Provision of workforce information and undertaking of analytics as required | As Required |
| Head of Strategic Resourcing and Talent Development | Provide assurance on vacancies rates, the future direction of workforce skills and skills gaps | As Required |
| Head of Communications | Provide information and assurance on methods of communication | As Required |
| Head of Diversity and Inclusion | Provide information and assurance on the equality, diversity and inclusion agenda and plan | As Required |
| Head of Wellbeing | Provide information and assurance on the health and wellbeing across the Trust | As Required |

In addition to anyone listed above as a member, at the discretion of the chair of the committee may also request individuals to attend on an ad-hoc basis to provide advice and support for specific items from its work plan when these are discussed in the meetings.

2.1 Governor Observers

The role of the governor at Board sub-committee meetings is to observe the work of the Committee, rather than to be part of its work as they are not part of the formal membership of the Committee. The governor observes Board sub-committee meetings in order to get a better understanding of the work of the Trust and to observe non-executive directors appropriately challenging the executive directors for the operational performance of the Trust.

At the meeting the governor observer will be required to declare any interest they may have in respect of any of the items to be discussed (even though they are not formally part of the discussion). Governors will receive an information pack prior to the meeting. This will consist of the agenda, the minutes of the previous meeting and summaries of the business to be discussed. Governor observers will be invited to the meeting by the Corporate Governance Team. The chair of the meeting should ensure that there is an opportunity for governor observers to raise any points of clarification at the end of the meeting.

2.2 Associate Non-executive Directors

Associate Non-executive Directors will be invited to attend Board sub-committee meetings as part of their induction. They will be in attendance at the meeting, in the capacity of observer only, unless invited to contribute (in exceptional circumstances) by the chair. This is so the accountability of the substantive members of the Committee is maintained.

Associate NEDs will be invited to meetings by the Corporate Governance Team and will be sent copies of the meeting papers.

3 QUORACY

Number: The minimum number of members for a meeting to be quorate is three and must include either the non-executive director responsible for workforce or the Director of People and Organisational Development. Attendees do not count towards quoracy. If the chair is unable to attend the meeting, and if otherwise quorate, the meeting will be chaired by the second non-executive director.

Deputies: Where appropriate members may nominate deputies to represent them at a meeting. Deputies do not count towards the calculation of whether the meeting is quorate except if the deputy is representing the member under formal “acting up” arrangements. In this case the deputy will be deemed a full member of the committee.

It may also be appropriate for attendees to nominate a deputy to attend in their absence.

A schedule of deputies, attached at appendix 1a, should be reviewed at least annually to ensure adequate cover exists.

Non-quorate meeting: Non-quorate meetings may go ahead unless the chair decides not to proceed. Any decisions made by the non-quorate meeting must be reviewed at the next quorate meeting.

Alternate chair: In the absence of the Chair the alternate chair of the meeting will be the second non-executive director.

4 MEETINGS OF THE COMMITTEE

Meetings may be held face-to-face or remotely as is considered appropriate. Remote meetings may involve the use of the telephone and / or electronic conference facilities.

Frequency: Bi-monthly

Urgent meeting: Any member of the committee may request an urgent meeting. The chair will normally agree to call an urgent meeting to discuss the specific matter unless the opportunity exists to discuss the matter in a more expedient manner.

Minutes: The Corporate Governance Team will provide secretariat support to the Committee. Draft minutes will be sent to the chair for review and approval within seven working days of the meeting.

Papers: Papers for the meeting will be distributed electronically by the Corporate Governance Team seven working days prior to the meeting. Papers received after this date will only be included if agreed by the chair.

5 AUTHORITY

Establishment: The Workforce Committee is a sub-committee of the Board of Directors and has been formally established by the Board of Directors.

Powers: The Workforce Committee is constituted as a standing committee of the Board of Directors. The Committee is authorised by the Board to seek assurance on any activity within its terms of reference.

Cessation: The Workforce 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.

6 ROLE OF THE COMMITTEE

6.1 Purpose of the Committee

The purpose of the committee is to provide the Board with assurance concerning all aspects of strategic workforce matters relating to the provision of care and services in support of getting the best clinical outcomes and experience for patients and staff.

Its purpose is also to ensure there is a positive working environment for staff which promotes an open culture that helps staff do their job to the best of their ability.

| Trust Strategic Objective | How the committee will meet this objective |
|--|---|
| We deliver care that is high quality and improves lives | Assurance on the delivery of the Trust's strategic workforce plan |
| We provide a rewarding and supportive place to work | Assurance on the delivery of the Trust's strategic workforce plan |
| We use our resources to deliver effective and sustainable services | Assurance on the delivery of the Trust's strategic workforce plan |

6.2 Guiding principles for members (and attendees) when carrying out the duties of the committee

In carrying out their duties members of the committee and any attendees of the committee must ensure that they act in accordance with the values of the Trust, which are:

- We have integrity
- We are caring
- We keep it simple.

6.3 Duties of the committee

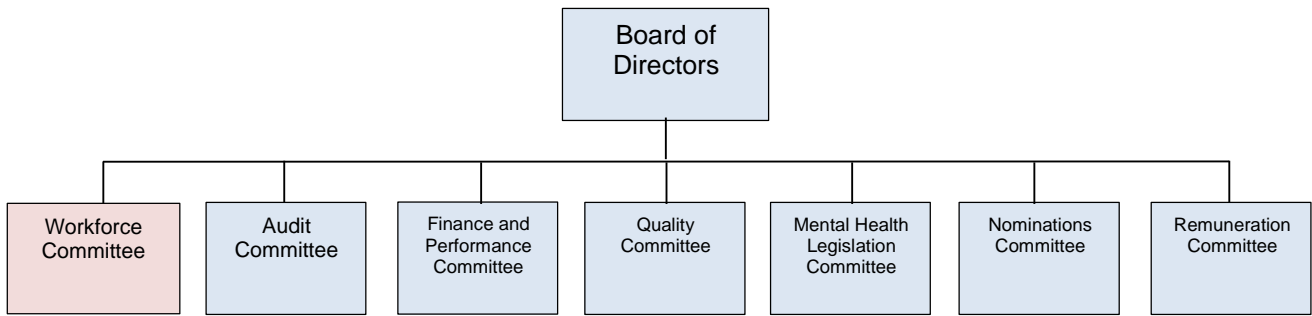
On behalf of the Board of Directors the committee will:

- Seek assurance on the progress made against the NHS People Plan.
- Seek assurance on the development and the delivery of the Trust's People Plan and have oversight of its key strategic themes which include: health and wellbeing; resourcing; equality and inclusion; engagement and retention; and leading together.
- Carry out the role of Wellbeing Guardian Champion and receive a Wellbeing Guardian Report at every meeting.

- Seek assurance on the development of the workforce to ensure the Trust has productive staff with the skills, competencies, and knowledge to provide safe and effective care.
- Be responsible for signing off any underpinning workforce strategies.
- Seek assurance that the Trust is meeting its legal and regulatory duties in relation to its employees.
- Have oversight of relevant workforce data and specific initiatives in relation to the Equality and Inclusion Agenda as requested by the Board of Directors, recognising that a significant element of the Trust's work to ensure equality and inclusion is with regard to the workforce.
- Seek assurance that the Trust is actively involved and where relevant influencing work taking place at a national, regional, and local level including the work carried out by the West Yorkshire and Harrogate Integrated Care System relating to workforce.
- Seek assurance on progress against the workforce metrics.
- Seek assurance around the risks delegated to it via the Board Assurance Framework. The committee should determine if the appropriate level of risk has been identified, review the effectiveness of the controls in place relevant to the risks, review and challenge the strength of the assurances provided, identify any gaps in control or assurance and ensure that the risk lead identifies appropriate actions to address such gaps.
- Where necessary seek assurance into any area of work related to workforce and related matters on behalf of the Board.
- The committee will also review the draft Internal Audit Annual work plan so it can be assured on the sufficiency of the work the Auditors will carry out in respect of matters pertaining to the duties of the committee. Assurance on the plan's sufficiency (or comments on any matters that should be included) will be provided to the Audit Committee to allow it to approve the overall plan.

7 RELATIONSHIP WITH OTHER GROUPS AND COMMITTEES

The committee has a duty to work with other Board sub-committees to ensure matters are not duplicated.



The Workforce Committee does not have any sub-committees. It is linked to the People and Organisational Development (POD) Governance Group as an assurance receiver. The Workforce Committee provides a route of escalation for this group to the Board of Directors. Although this does not preclude any other group being asked to provide assurance.

Reporting:

The Workforce Committee receives a People and Organisational Development Governance Group Chair's Report at each meeting. This report summarises the recent activity of the People and Organisational Development (POD) Governance Group as well as highlight reports from each of the four POD Governance Groups (People Experience Group, People Talent and OD Group, People Resourcing and Retention Group, and People Employment Group).

An assurance and escalation report will be made to the Board of Directors by the Chair of the Committee.

8 DUTIES OF THE CHAIR

The chair of the committee shall be responsible for:

- Agreeing the agenda
- Directing the meeting ensuring it operates in accordance with the Trust's values
- Giving direction to the minute taker
- Ensuring everyone at the meeting has a reasonable chance to contribute to the discussion
- Ensuring discussions are productive, and when they are not productive, they are efficiently brought to a conclusion
- Deciding when it is beneficial to vote on a motion or decision
- Checking the minutes
- Ensuring sufficient information is presented to the Board of Directors in respect of the work of the committee
- Ensuring the Chair's report is submitted to the 'parent' committee as soon as possible

- Ensuring that governor observers are offered an opportunity at the end of the meeting to raise any points of clarification.

In the event of there being a dispute between any 'groups' in the hierarchy (in the case of this Board sub-committee, this would be between the Board and the Workforce Committee and, in recognition of the nature of matrix working between the work of all Board sub-committees, the Workforce Committee and any other Board sub-committee) it will be for the chairs of those 'groups' to ensure there is an agreed process for resolution; that the dispute is reported back to the 'groups' concerned; and that when a resolution is proposed regarding the outcome this is also reported back to the 'groups' concerned for agreement.

9 REVIEW OF THE TERMS OF REFERENCE AND EFFECTIVENESS

The terms of reference shall be reviewed by the committee at least annually and be presented to the Board of Directors for ratification where there has been a change.

In addition to this the chair must ensure the committee carries out an annual assessment of how effectively it is carrying out its duties and make a report to the Board of Directors including any recommendations for improvement.

Schedule of deputies

It may not be necessary or appropriate for all members (or attendees) to have a deputy attend in their absence. If this is the case, please state below “no deputy required”.

| Full member (by job title) | Deputy (by job title) |
|---|--|
| Director of People and Organisational Development | Associate Director for People and Organisational Development |
| Director of Nursing, Quality and Professions | Deputy Director of Nursing (as required) |
| Medical Director | Deputy Medical Director |
| Chief Operating Officer | Deputy Director for Service Delivery (as required) |