

# **The Workforce Committee**

## **Annual Report**

**Financial Year 1 April 2023 to 31 March 2024**

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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 2023 to 31 March 2024.

## **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.
- 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 the 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 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 2023/24. 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.

In December 2022, the committee agreed that it would receive the Board Assurance Framework at each meeting. Since then, the committee has regularly received the BAF, and each time has confirmed that it has received sufficient assurance in regard to those risks where it is named as an assurance receiver. At the end of 2023 the strategic risks,

controls and assurances in the Board Assurance Framework were refreshed. This resulted in the BAF not going to the Workforce Committee at its October and December meetings.

#### **4 TERMS OF REFERENCE FOR THE WORKFORCE COMMITTEE**

The Workforce Committee reviewed and approved its Terms of Reference (ToR) at its meeting on the 15 February 2024 which had been updated to reflect a change to the quoracy rule to make it consistent with other Board sub-committees (three members to be quorate which must include at least one non-executive director and one executive director) as agreed by the Board of Directors in September 2023. The committee agreed that the revised ToR reflected the work of the committee appropriately and no further amendments were suggested. The revised ToR did not need to go to the Board for ratification as the update had been made at the request of the Board. Prior to this, the committee reviewed its ToR at its June and August meetings where a number of changes were agreed to make it consistent with the ToR for other Board sub-committees. The ToR was also updated to reflect the duties of the Designated Board Member when an investigation is undertaken regarding a doctor's practice in line with the Managing Concerns About Medical Colleagues (Maintaining High Professional Standards) Policy.

#### **5 MEETINGS OF THE COMMITTEE**

In 2023/24 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:

- 4 May 2023
- 8 June 2023
- 3 August 2023
- 5 October 2023
- 5 December 2023
- 15 February 2024

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 and Professions, the Chief Operating Officer, and the Medical Director. The committee is chaired by a non-executive director (NED), Zoe Burns-Shore, who took over from Helen Grantham as chair of this committee on 15 November 2023. Kaneez Khan is the other regular NED member of this committee. Should the NED chair be unable to chair the meeting this role will fall to the other NED (as was the case in December 2023).

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 2023/24.

## 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	4 May 2023	8 June 2023	3 August 2023	5 October 2023	5 December 2023	15 February 2024
Helen Grantham (Non-executive Director, Chair of the Committee)	✓*	✓*	✓*	✓*	■	■
Zoe Burns-Shore (Non-executive Director, Chair of the Committee)	■	■	■	✓	-	✓*
Joanna Forster Adams (Chief Operating Officer)	✓	✓	✓	✓	✓	✓
Dr Chris Hosker (Medical Director)	✓	✓	-	✓	✓	-
Kaneez Khan (Non-executive Director)	✓	✓	✓	✓	✓*	✓
Nichola Sanderson (Director of Nursing and Professions)	■	✓	✓	✓	✓	✓
Darren Skinner (Director of People and Organisational Development)	✓	✓	✓	✓	✓	✓
Cathy Woffendin (Director of Nursing, Quality and Professions)	✓	■	■	■	■	■



## 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	4 May 2023	8 June 2023	3 August 2023	5 October 2023	5 December 2023	15 February 2024
Head of Wellbeing	✓	✓	✓	-	✓	✓
Associate Director of People Experience	✓	✓	✓	✓	✓	-
Associate Director for People Resourcing and Organisational Development	-	-	-	-	✓	-
Associate Director for Corporate Governance and Trust Board Secretary	✓	✓	-	-	✓	✓
Head of People Analytics and Temporary Staffing	✓	✓	✓	✓	✓	✓
Associate Director of Employment	✓	✓	✓	✓	✓	-

The Workforce Committee also extends an invitation to governors to observe its business. During 2023/24 the following governors attended main business meetings in the capacity of observer.

### Key:

\*\* shows when the individual was observing the meeting

Name	4 May 2023	8 June 2023	3 August 2023	5 October 2023	5 December 2023	15 February 2024
Gabriella Obeng Nyarko (Appointed Governor: Volition – Leeds)			**			
Peter Ongley (Carer Governor)					**	

## 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.

<b>Date of meeting</b>	<b>Assurance and escalation report to Board by Chair</b>
4 May 2023	25 May 2023
8 June 2023	27 July 2023
3 August 2023	28 September 2023
5 October 2023	30 November 2023
5 December 2023	25 January 2024
15 February 2024	28 March 2024

## 8 THE WORK OF THE COMMITTEE DURING 2023/24

During 2023/24 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 2023/24 are as follows:

**Reports on:**

- Workforce performance data, with a focus on Personal Development Reviews, clinical supervision, and compulsory training compliance
- 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
- A detailed action plan to tackle bullying and harassment towards Bank colleagues in response to the Bank Survey 2021
- Trust-wide strategic workforce planning including current progress, ongoing work, and future planning, monitoring and cycles
- An update on the NHS Pay Award 2023/24 and review of the Trust's retirement policy in light 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
- Workforce Race Equality and Workforce Disability Equality Standards and Gender Pay Gap Report 2023
- Agreed the Violence Prevention and Reduction (VPR) Strategy, including the objectives for VPR, and received the self-assessment against the VPR Standard
- Updates on the Collective Leadership programme
- An update on the development of Formal Clinical Leadership
- Updates on Civility and Respect
- Updates on efficiency and productivity
- A report which highlighted the key actions and reforms required as part of the NHS Long Term Workforce Plan and what this means for the Trust's People Plan
- An update on the West Yorkshire Staff Mental Health and Wellbeing Hub

**Assurance on:**

- The actions and progress undertaken within the Wellbeing Guardian Report, noting the changes to the Health and Wellbeing Guardian guidance from NHS England, and recognising that the Committee needed greater assurance on health and safety matters relating to workforce
- The Board Assurance Framework and the management of Strategic Risk 3
- The Trust's continuing response to Covid-19 and Influenza in relation to workforce

issues including staff vaccinations, redeployment, and staff sickness

- Recruitment and retention updates including International Recruitment, the Trust's Retention Strategy, and bespoke reports which provided an overview of Band 5 and 6 nursing retention from April 2021 to April 2023; analysis of the Trust's admin vacancies by band, temporary staffing use, and opportunities to reduce bank and agency expenditure; and a review of the use of agency and locum staff within the organisation and the costs associated with this, alongside an update on the recruitment of medical staff
- 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 the feedback and experiences from placement students and information on the quality and standards across the Trust's various learning environments
- Report which detailed the findings, recommendations and action planning that is underway to address Internal Audit's opinion of limited assurance in relation to how effectively the e-Rostering system is being used across the Trust

## **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 2023/24. 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 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.

**Zoe Burns-Shore**  
**Non-executive Director**  
**Chair of the Workforce Committee**  
**April 2024**

**Rose Cooper**  
**Deputy Head of Corporate Governance**  
**April 2024**

## WORKFORCE COMMITTEE

### Terms of Reference

**(Approved by the Committee on 15 February 2024)**

#### 1 NAME OF COMMITTEE

Workforce Committee

#### 2 COMPOSITION OF THE COMMITTEE

##### Members: full rights

Title	Role in the committee
Non-executive Director (Chair of the Committee)	<p>Non-executive directors provide constructive challenge and strategic guidance, and lead in holding the executive to account. In particular, non-executive directors should scrutinise the performance of the executive management in meeting agreed goals and objectives, receive adequate information and monitor the reporting of performance. They should satisfy themselves as to the integrity of clinical and other information, and make sure that clinical quality controls, and systems of risk management and governance, are robust and implemented</p> <p>(Code of Governance for NHS Provider Trusts, NHS England 2022)</p>
Non-executive Director	<p>Non-executive directors provide constructive challenge and strategic guidance, and lead in holding the executive to account. In particular, non-executive directors should scrutinise the performance of the executive management in meeting agreed goals and objectives, receive adequate information and monitor the reporting of performance. They should satisfy themselves as to the integrity of clinical and other information, and make sure that clinical quality controls, and systems of risk management and governance, are robust and implemented.</p> <p>(Code of Governance for NHS Provider Trusts, NHS England 2022)</p>

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
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

Title	Role in the committee	Attendance guide
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 by the Chair in circumstances that support the ANEDs development and understanding. 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 at least one non-executive director and one executive director. 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 five 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.

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

**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
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## 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:

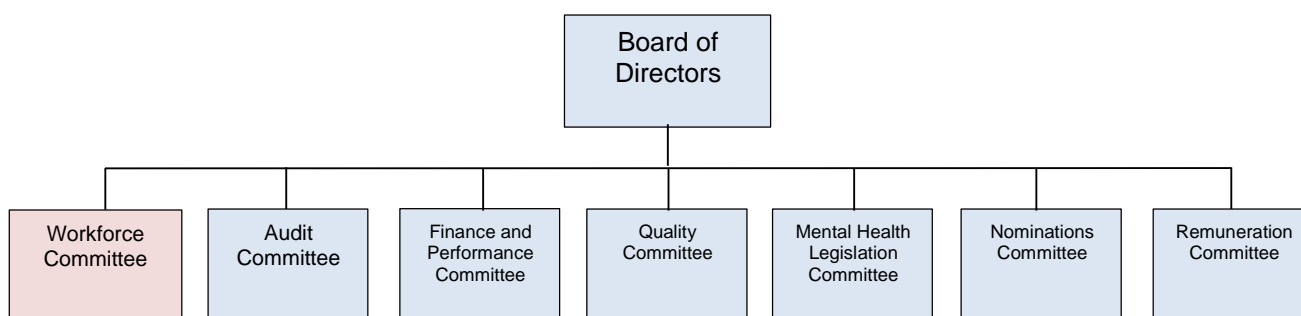
- Seek assurance on the progress made against the NHS People Plan.
- Seek assurance on the development and the delivery of the Trust's People Plan and have oversight of its key strategic themes which include: health and wellbeing; resourcing; equality and inclusion; engagement and retention; and leading together.
- Carry out the role of Wellbeing Guardian Champion and receive a Wellbeing Guardian Report at every meeting.
- Carry out the duties of the Designated Board Member when an investigation is undertaken regarding a doctor's practice in line with the Managing Concerns About Medical Colleagues (Maintaining High Professional Standards) Policy, with the Chair of the Committee being the Designated Board Member
- 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.

The Chair of the Workforce Committee will also be the Designated Board Member when an investigation is undertaken regarding a doctor's practice in line with the Managing Concerns About Medical Colleagues (Maintaining High Professional Standards) Policy.

## **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”.

<b>Full member (by job title)</b>	<b>Deputy (by job title)</b>
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 (as required)