

WORKFORCE COMMITTEE

Terms of Reference

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 OD and Workforce	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, Professions and Quality	Assurance on the professional workforce aspects of the Nursing and AHP staff
Medical Director	Assurance on the professional workforce aspects of the medical staff
Chief Operating Officer	Assurance on workforce capacity and capability within care services from a service delivery perspective

A. 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
Deputy Director of Workforce Development	Provide information and assurance on Workforce matters including; culture, health and wellbeing and performance against metrics	As Required
Head of Learning & OD	Provide information and assurance on talent development, including training, progression and apprenticeship initiatives.	As Required
Workforce Information Manager	Provision of workforce information and undertaking of analytics as required.	Bi monthly
Strategic Resourcing Manager	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	Bi-monthly

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 for the discussion). Papers for governors will be available at the meeting Governor observers will be invited to the meeting by the Corporate Governance Team.

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 OD & Workforce. 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

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.

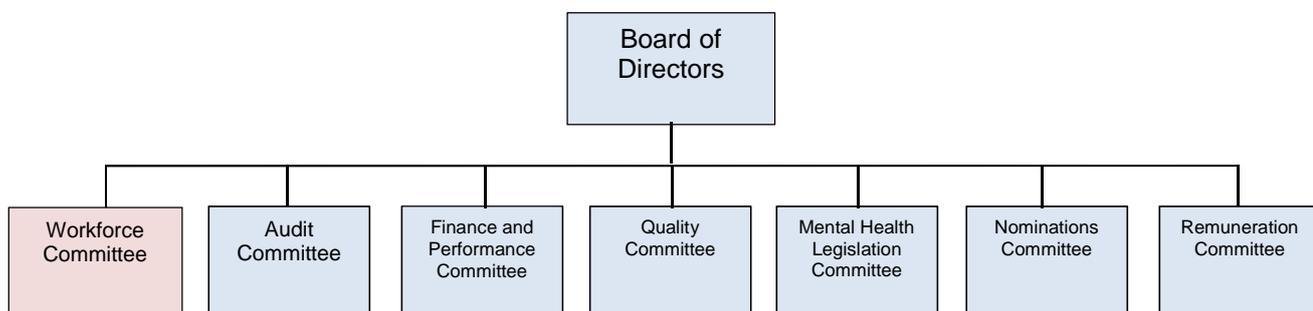
6.3 Duties of the committee

On behalf of the Board of Directors the committee will seek assurance on the following:

- The development and delivery of the Trust's workforce and organisational development strategic plan
- The Trust's Workforce and Organisational Development strategic plan aligns to all Trust Strategic plans.
- The mechanisms in place to support the development of leadership capacity and capability

- The development of the workforce to ensure the Trust has productive staff with the skills, competencies and knowledge to provide safe and effective care
- The Trust has in place effective methods of promoting staff engagement
- The structures, systems and processes are in place to promote Employee Wellbeing, supporting the workforce in the provision and delivery of high quality, safe patient care
- The Trust is meeting its legal and regulatory duties in relation to its employees
- The Trust's approach to ensuring compliance with relevant equality, diversity and human rights legislation and ensure the workforce appropriately reflects the diversity of the people we provide services to
- The Trust is actively involved and where relevant influencing work taking place across Leeds and the WY&H ICS relating to Workforce
- Progress against the workforce metrics
- 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.

7 RELATIONSHIP WITH OTHER GROUPS AND COMMITTEES



8 DUTIES OF THE CHAIRPERSON

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.

It will be the responsibility of the chair of the committee to ensure that it (or any committee that reports to it) carries out an assessment of effectiveness annually, and ensure the outcome is reported to the Board of Directors along with any remedial action to address weaknesses. The chair will also be responsible for ensuring that the actions to address any areas of weakness are completed.

In the event of there being a dispute between any group / committees in the meeting structure it will be for the chairs of those groups / committees to ensure there is an agreed process for resolution; that the dispute is reported to the groups / committees concerned and brought to the attention of the Board of Directors and that when a resolution is proposed that the outcome is reported back to the all groups / committees concerned for agreement.

9 REVIEW OF THE TERMS OF REFERENCE AND EFFECTIVENESS

The terms of reference shall be reviewed annually 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 OD & Workforce	Deputy Director of Workforce
Director of Nursing Professionals and Quality	Deputy Director of Nursing (as required)
Medical Director	Deputy Medical Director for Care Services (as required)
Chief Operating Officer	Deputy Chief Operating Officer (as required)