

People Committee Terms of Reference

1) Introduction

The RUH Board have agreed to establish a Sub-Committee of the Board known as the People Committee.

The purpose is to obtain assurance for the Board that all issues relating to the RUH workforce are being addressed and that workforce risk is being mitigated and/or managed.

The Committee has no executive powers other than those specifically delegated in these Terms of Reference.

2) Objectives

The Committee will:

- Establish Terms of Reference (this document), refreshing as required.
- Oversee and provide assurance to the Board regarding delivery of the RUH People Plan
- Receive information about the delivery of the eleven People Plan Programmes and their effectiveness in achieving the Trust's strategic objectives set out in the People Plan, including exception reporting and 'deep dive' reports.

3) Membership

- The People Committee is comprised of at least three Non-Executive Directors appointed by the Board (voting members). One of these Non-Executive Directors will be appointed as Chair of the Committee.
- The following officers will be required to attend meetings of the People Committee on a standing invitation by the Chair:
 - Chief Executive (voting member)
 - Director for People and Culture (voting member)
 - Deputy Director for People
 - Chief Operating Officer (voting member)
 - Director of Strategy
 - Head of Corporate Governance
 - At least one of the Chief Nurse or the Chief Medical Officer (voting member), or their deputies will attend every scheduled meeting of the Committee.
 - The Associate Directors for People will attend as required.
 - Other managers / RUH colleagues will attend when invited (with agreement of the Chair).

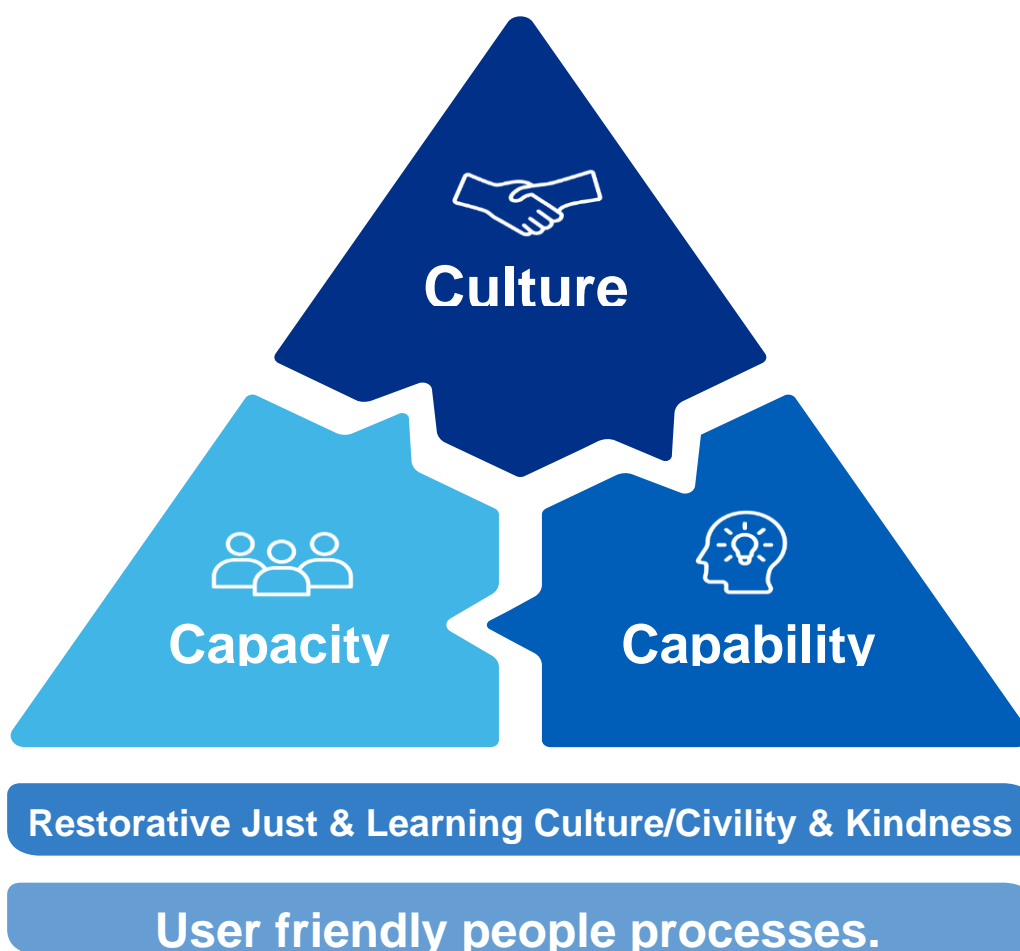
4) Quorum and attendance

- 4.1 Business will only be conducted if the meeting is quorate. The People Committee will be quorate with four voting members present, at least two of whom must be NEDs.
- 4.2 Members will be required to attend a minimum of six of the meetings and will be required to send a Deputy if they cannot attend.

5) Roles and responsibilities

The Committee will:

- 5.1 Advise the Board on the People agenda, considering relevant best practice and alignment with strategic objectives and values.
- 5.2 Monitor, and receive assurance on, the key areas of the People Plan which will include but are not limited to:



Programme 1: ‘Basics Matter’ - user friendly people processes.	Hydration, nutrition (access to healthy food), rest spaces, changing facilities, access to the site (parking etc), gym facilities, childcare facilities.
Programme 2: Restorative, Just & Learning Culture	Fair and effective problem-resolution (Code of Conduct, Values and Behaviours), disciplinary processes (conduct and capability). Grievances. Bullying and harassment. Civility and kindness.
Programme 3: Culture – Employee experience and engagement.	‘Change Team’. Staff Survey. ‘Making a Difference’ Surveys. Real-time feedback. Employee (internal) communications.
Programme 4: Culture – Equality, diversity & inclusion (EDI).	Protected characteristics. Employee Networks. Workforce Race Equality Standards (WRES). Workforce Disability Equality Standards (WDES). Gender Pay Gap.
Programme 5: Culture – Compassionate leadership.	Leadership community. Leadership development. Leadership competencies. Management development.
Programme 6: Capability – Employee health and wellbeing	Wellbeing checks. Employee Assistance Programme. Occupational Health. Burnout. Reducing sickness absence.
Programme 7: Capability – Learning and development	Maximising potential. Mandatory and Statutory Training (MAST). Clinical Skills training. Clinical placements. Competency frameworks. Appraisal and supervision. 360-degree feedback. Succession planning / talent management. Career pathways. Personal development planning. Training needs analysis.
Programme 8: Capability – Workforce planning.	One-, three- and five-year Workforce Plans. Workforce information and reporting. Capacity planning. Workforce establishment. ‘Skill mix’. Safe Staffing. New workforce roles. Workforce supply and growing the future RUH workforce. Apprenticeships / levy. NHS Long Term Workforce Plan.
Programme 9: Capacity – Collaboration to improve capacity.	Shared policy development (local, system, national). Sharing capacity. ‘Anchor institutions’.
Programme 10: Capacity – Talent acquisition.	Attraction. Employee value proposition (EVP). Advertising. Social media. Search. Reward. Domestic and International labour markets. Candidate care. Filter. Selection. Pre-boarding. Employment checks. Induction. On-Boarding. Supported first year of employment (SFYE – year one retention).
Programme 11: Capacity – Flexible workforce and reducing agency.	Workers (people who have ‘zero hours’ service agreements, also known as ‘Bank’ workers). Shift fill rates. Worker pay rates. ‘Blended career’. Technology to make shifts accessible. Employee rostering. Agency avoidance.

5.3 Agree a schedule of ‘deep dive’ reports into programmes and associated projects, as agreed by the Committee Chair (see Appendix One, which will be up-dated each year).

5.4 Define refine and monitor an agreed set of people-related Key Performance Indicators and oversee the ongoing development of the People Plan Dashboard

5.5 To undertake high level, exception-based monitoring of the delivery of the People Plan to ensure that the RUH is operating in accordance with its objectives and where it is not, assure itself that appropriate action is being taken by the Executive Team.

5.6 To assess the factors, across BSW, that contribute to the risk of failure to deliver the People Plan and monitor the effectiveness of action plans to address these.

6) Reporting

6.1 The Chair of the People Committee will ensure that the Board is fully sighted on areas of compliance and non-compliance and will report on the activities of the Committee to the Board at the next opportunity (usually at one, or both, of the next two Board meetings). The schedule of reporting is:

People Committee Schedule	Reports to RUH Board
January meeting	February and March (there will be an Annual Report from the Committee to the March meeting of the Board).
March meeting	April and May
May meeting	June and July
July meeting	September
September meeting	October and November
November meeting	December and January

6.2 The Chair of the People Committee will make recommendations to the Board on any area within the Committee's remit where disclosure, action or improvement are needed.

6.3 The Chair of the People Committee will liaise with the Chairs of other Board Committees where necessary to ensure that cross-committee issues receive adequate oversight (by, for example, arranging to attend other Committee meetings).

7) Frequency

The Committee will meet at least six times a year. Additional meetings may be arranged as required.

8) Other Matters

8.1 The Director for People and Culture will be responsible for providing administrative and governance support to the Committee, including:

- Agreement of the agenda with the Chair / Vice-Chair

- Collation of the papers
- Arranging for minutes and actions.
- Accessing advice to the Committee as required.

8.2 The Committee will undertake an annual review of its performance against its Terms of Reference and work plan to evaluate the achievement of its objectives. The outcome of this review will be reported to the Board.

8.3 These Terms of Reference will be reviewed at least every year as part of the process of monitoring the Committee's effectiveness.

Terms of Reference approved by the People Committee on: 18th September 2023

Ratified by the Board of Directors on: 1st November 2023