

People and Culture Committee

Terms of Reference

1.0 Constitution

The People and Culture Committee (*the Committee*) is a non-statutory Committee and has been formally constituted by the Board of Directors in accordance with its Standing Orders.

The Committee will oversee the development and ongoing implementation of the Trust's Fair, Safe and Just Culture so that all staff enjoy a positive working experience and improved health and wellbeing. It will do this by monitoring, reviewing and reporting to the Board on the culture and organisational development of the Trust.

2.0 Authority

The Committee is authorised by the Board of Directors to act within its terms of reference. All members of staff are directed to co-operate with any request made by the Committee.

The Committee is authorised by the Board of Directors to instruct professional advisors and request the attendance of individuals and authorities from outside the Trust with relevant experience and expertise if it considers this necessary for or expedient to the exercise of its functions.

The Committee is authorised to obtain such internal information as is necessary to the fulfilment of its functions.

The Committee shall have the power to establish subcommittees/Groups and/or task and finish groups for the purpose of addressing specific tasks or areas of responsibility.

3.0 Purpose

The purpose of the Committee is to gain assurance, on behalf of the Board of Directors that the Trust is making sufficient progress towards a Fair, Safe and Just Culture, with a focus on health and wellbeing and a more consistent and positive experience for all staff.

The Committee will:

- ensure that the Trust's activities enable colleagues to feel supported in their work, and consistently experience civil and respectful behaviours
- oversee the development of a consistent culture where people feel safe and able to raise concerns and that concerns raised are suitably addressed;
- ensure the Trust's activities are systematically and effectively promoting health and wellbeing, and psychological safety.
- ensure the Trust is actively seeking to reduce inequalities in staff experience and is promoting equality, diversity and inclusion in a systematic and effective way.
- shape, approve and drive the Trust's People and Organisational Development Strategy and assure its implementation to ensure appropriate impact;

- ensure that the Trust has a comprehensive Leadership Development programme in place to support all leaders and which is designed to reinforce the culture the Trust is seeking to achieve and will evaluate the effectiveness of the programme to inform further improvements.
- ensure the Trust has a systematic approach to assessing culture, relationships and behaviours within teams and that where issues are identified, each team has a suitable action plan to address any findings.
- review people-related policies to ensure they will positively enhance the Trust's culture and receive assurance on their implementation timeliness, fairness, integrity and consistency.
- shape, approve and drive improvements arising from the triangulation of feedback from staff surveys, exit interviews, Freedom to Speak Up Guardians and other sources.
- oversee the development of the Trust's engagement and communications strategies and related programmes of work, and review the effectiveness of internal communications and engagement;
- ensure engagement and consultation processes with staff, stakeholders and communities reflect the ambition and values of the Trust and also meet statutory requirements;
- review and drive performance improvement against key elements of the Workforce Strategy including:
 - Equality, Diversity and Inclusion Reports and Action Plans – e.g. Gender Pay, WRES, WDES etc,
 - NHS Staff Survey Results;
 - Fit and Proper Persons Policy and Compliance;
 - Freedom to Speak Up Reports for all staff
 - Guardian of Safe Working and GMC/HEE Surveys.
 - Feedback from staff in training.
- ensure the Trust's values and appropriate standards of behaviour in accordance with the Standards of Business Conduct/Conflicts of Interest Policy and Professional Leaderships Behaviours, are being practiced throughout the organisation;
- review, assess and gain assurance on the effectiveness of mitigations and action plans as set out in the Board Assurance Framework specific to the Committee's purpose and function.

4.0 Cycle of Business

The Committee will set an Annual Plan for its work to form part of the Board's Annual Cycle of Business, including reference to the Board Assurance Framework, and report to the Board on its progress.

5.0 Statutory compliance

The Committee will ensure that current statutory and regulatory compliance and reporting requirements are met and appropriate action is taken in respect of:

- standards of professional conduct and practice (including consideration of Professional and Leadership Behaviours, the Conflict of Interest Policy);
- Freedom to Speak Up Guardian;
- Equality, diversity and inclusion.

6.0 Risk

The Committee will identify, assess and manage strategic risks in relation to the Committee's area of focus via the Board Assurance Framework. Review the suitability and robustness of

risk mitigations and action plans with regard to their potential impact on the Trust Strategic Objectives. To provide the Audit Committee and the Board with assurance on the effectiveness of management of the principal risks relating to the Committee's purpose and function.

7.0 Membership

Members are expected to attend all meetings. The Committee membership will be agreed by the Board of Directors to consist of:

- 4 Non-executive Directors
- 4 Executive Directors (Chief Executive, Medical Director, Chief Nurse, Director of Workforce & OD)

One of the Non-executive Directors will be appointed by the Trust Chairman as the Chair of the Committee. A further Non-Executive member of the Committee will be appointed as Vice-Chair by the Committee Chair. In the absence of the Committee Chair, the Vice-Chair will chair the meeting

The Chief Executive will act to fulfil the role of Executive lead for the Committee.

Members are able to attend Committee meetings in person, by telephone, or by other electronic means. Members in attendance by electronic means will count towards the quorum.

The Chair of the Committee should ensure the membership promotes equality, diversity and inclusion.

8.0 Regular Attendees

The following will be invited to attend to support the working of the Committee:

- Deputy Director of Workforce & Organisational Development
- Freedom to Speak Up Guardian
- Three Fairness Champions (appointed for up to 2 years)
- Chairs of the Staff Networks

An attendance record will be held for each meeting.

9.0 Quorum

The Committee will be deemed quorate to the extent that at least two Non-executive Directors and two Executive Director are present.

Members unable to attend a meeting of the Committee may nominate a deputy to attend on their behalf, agreed with the Chair of the Committee. (*Nominated deputies shall not count towards the quorum.*)

Members of the Committee do not represent or advocate for their respective area of the Trust, but act in the interests of the Trust as a whole.

10.0 Committee Administration

The Committee will meet at least quarterly and at such times as the Chair of the Committee, in consultation with the Executive Director Lead, shall require, in order to allow the Committee to discharge all of its responsibilities.

The Chair may at any time convene additional meetings of the Committee to consider business that requires urgent attention.

The agenda will be set in advance by the Chair, with the Executive Lead and Company Secretary, reflecting an integrated cycle of meetings and business.

Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be made available to each member of the Committee, no less than five working days before the date of the meeting in electronic form. Supporting papers shall be made available no later than two working days before the date of the meeting.

The Chair shall establish, at the beginning of each meeting, the existence of any conflicts of interest and ensure that these are recorded in the minutes accordingly.

The Committee Secretary shall minute the proceedings of all Committee meetings.

The Committee shall, at least once a year, review its own performance, using a process agreed for all Board Committees by the Board of Directors.

11.0 Reporting and Accountability

The Committee Chair will report to the Board of Directors after each meeting on all matters within its duties and responsibilities, summarising areas where action or improvement is needed.

The Committee will report to the Board annually on its work in support of the Annual Report and will describe how the Committee is discharging its responsibilities against its Terms of Reference.

The Committee Chair shall attend the Annual General Meeting to respond to any stakeholder questions on the Committee's activities and shall provide an annual update to the Council of Governors on the work of the Committee.

12.0 Review

The Terms of Reference of the Committee will be reviewed by the Board at least annually.

Terms of Reference Approved by the People and Culture Committee: 21 June 2020

Terms of Reference Approved by the Board of Directors: 24 June 2020

Next Planned Annual Review: June 2021