

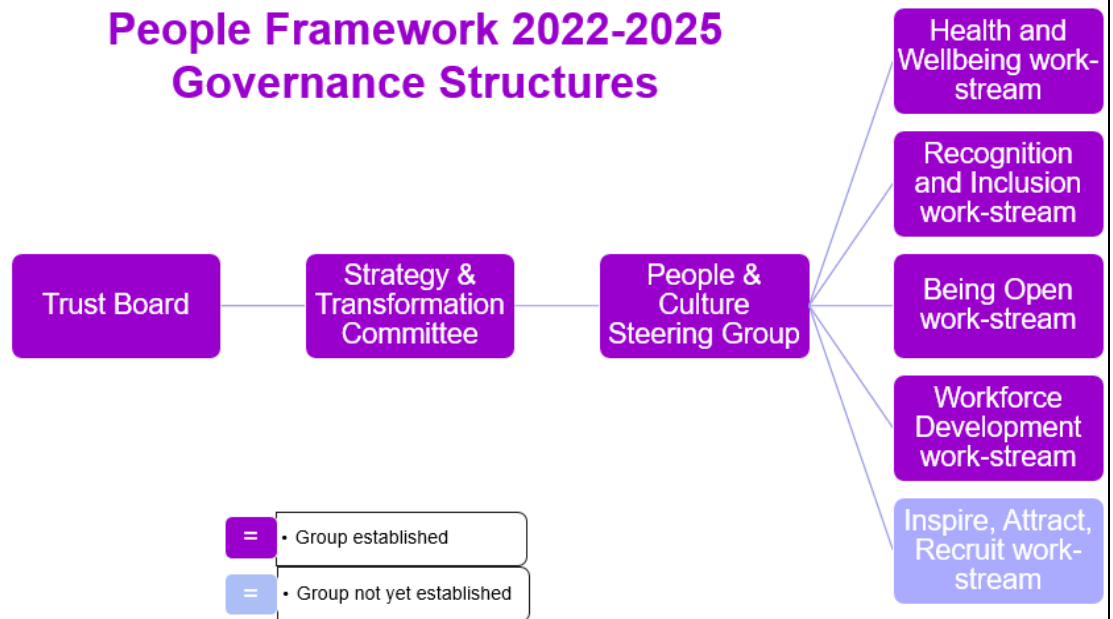
PEOPLE & CULTURE GROUP **DRAFT** TERMS OF REFERENCE

VERSION	1.0
ASSURANCE	SECOND LINE ASSURANCE
PURPOSE	<p>The People & Culture Steering Group is part of the second line of assurance within the revised Integrated Governance and Assurance Framework. It will support the delivery of the Trust’s Vision, Corporate Objectives and Priorities, identifying the gaps in controls and the constraints that prevent their achievement.</p> <p>Assurance The purpose of the People & Culture Steering Group (the Group) is to provide support to the Trust Strategy & Transformation Committee by obtaining assurance that:</p> <ul style="list-style-type: none"> • the Trust has plans with ambitious but realistic goals and targets relating to workforce, education, organisational development and culture, so as to enable the Trust to meet its Strategic Objectives. • the plans to achieve those goals and targets are being implemented. • our people are reporting that our plans are making a difference to their working lives. <p>For example, they will initially oversee and support the implementation of the Trust’s People Framework 2022-2025 to enable the Trust to achieve our ambition.</p> <p>Alerting The Group will alert the Trust Strategy & Transformation Committee where assurance cannot be given or further work or consideration is required by the Senior Leadership Team or at Committee Level.</p> <p>Advising The Group will advise the Strategy & Transformation Committee on matters within the scope of the Group’s Terms of Reference.</p> <p>Accountability The Group is accountable to the Trust Strategy & Transformation Committee who in turn is accountable to the Trust Board.</p>
MEMBERSHIP	<p>Membership will initially consist of the Director of HROD, Deputy Director of HROD, 3 Executive Directors and Assistant Directors for the other directorates not represented.</p> <p>Chair: Director of Human Resources & Organisational Development</p>



	<p>Membership:</p> <ul style="list-style-type: none"> • Director of HROD • Deputy Director HROD, Workforce and OD • Executive Director of Nursing & Midwifery and Allied Health Professionals • Executive Director of Social Work • Medical Director • Assistant Director, ACS • Assistant Director, MHD • Assistant Director, MUSC • Assistant Director, SCS • Assistant Director - Planning, Performance and Informatics • Assistant Director – Finance, Procurement & Estates <p>In attendance: The Chairs of each of the work streams will be in attendance. And any employee of the Trust may where appropriate, be invited to attend. The group may also decide to request individuals with specialist or expert knowledge to attend meetings. In these instances, the individuals will be co-opted for only those meetings at which the subjects on which they have expertise are to be discussed.</p> <p>Secretary: Organisational Development Practitioner</p> <p>Should a member be unavailable to attend, they may nominate a deputy to attend in their place subject to the agreement of the Chair.</p>
<p>DUTIES</p>	<p>The People and Culture Steering Group will support the Strategy & Transformation Committee by maintaining an oversight of the 5 work-streams outlined below:-</p>

People Framework 2022-2025 Governance Structures



The People and Culture Steering Group will report to, and inform, the Integrated Governance and Assurance Framework as follows:

- Oversee development and monitoring of plans in relation to **Wellbeing** including:
 - Development and implementation of the Workplace Health & Wellbeing Framework 2022-2025 and associated annual action plan
 - Implementation of the recommendations of the Regional Review of Occupational Health & Wellbeing Services.
- Oversee development and monitoring of plans in relation to **Recognition and Inclusion** including:
 - Roll out of a programme of recognition including an calendar of national days of recognition and annual Trust Recognition Awards
 - Development of resources to support our team leaders and managers to recognise their people and their team(s).
 - Development and implementation of initiatives and training in relation to Equality, Diversity & Inclusion (EDI) that incorporates both our statutory obligations as well promoting inclusion and a sense of belonging

	<ul style="list-style-type: none"> • Oversee development and monitoring of plans in relation to Being Open including: <ul style="list-style-type: none"> ▪ Strengthening the organisational culture in accordance with the HSC values – Compassion, Openness & Honesty, Working Together and Excellence (including civility). ▪ Ensuring that our people feel psychologically safe to speak-up and able to raise suggestions or concerns including the development of an integrated plan encompassing Being Open; Freedom to Speak Up; and Restorative, Just and Learning Culture. • Oversee development and monitoring of plans in relation to Workforce Development including: <ul style="list-style-type: none"> ▪ Vocational and professional workforce development: medical, non-medical, and non-clinical employees. ▪ Core leadership and management training ▪ Embedding a coaching culture including refreshing the Trust’s Coaching Service and exploring future plans. • Oversee development and monitoring of plans in relation to how we attract and recruit staff to our workforce and inspire the future generation of HSC staff including: <ul style="list-style-type: none"> ▪ Raising profile of the Trust as a great place to work, selling many of the benefits of working for us. ▪ Improve our attraction by deploying a mixture of communication channels to attract a broad and diverse audience to maximise our reach. ▪ Improving our workforce intelligence through greater understanding of our current workforce issues, supply and vacancy rate. ▪ Supporting recruiting managers by ensuring they have the necessary toolkits and support to recruit efficiently and effectively ▪ Improving the applicant experience by enhancing our recruitment systems and processes • Review risks and mitigation related to the Trust’s workforce and review reports or extracts from the Board Assurance Framework and Corporate Risk Register as relevant to the remit of the Committee.
AUTHORITY	The People and Culture Steering Group is authorised by the Strategy & Transformation Committee to undertake any activity within its Terms of Reference.
MEETINGS	<p>Quorum: A quorum for the meeting must include at least 60% of the members.</p> <p>Frequency of Meetings: The People & Culture Group will meet 4 times per annum and at least 1 – 2 weeks in advance of the Strategy & Transformation Committee.</p>

	<p>Papers: Agenda and papers will be disseminated electronically 5 working days before the date of the meeting.</p> <p>Meeting Arrangements: The group will meet face to face and only if necessary virtually via MS Teams.</p> <p>Withdrawal of individuals in attendance: During the course of a meeting, if a Conflict of Interest is established, the member concerned should withdraw from the discussion / meeting and play no part in the relevant discussion or decision. The Conflict of Interest should be recorded in the minutes.</p> <p>Individuals invited for a specific item will be asked to withdraw following completion of that item.</p>
REPORTING	<p>The People and Culture Steering Group will advise and assist the Strategy & Transformation Committee in its work. The People and Culture Steering Group will report to Trust Board through the Strategy & Transformation Committee.</p> <p>The People and Culture Steering Group, through its Chair and members, will work closely with the other Steering Groups within the Integrated Governance and Assurance Framework. The People and Culture Steering Group Chair will:</p> <ul style="list-style-type: none"> • Report formally, regularly and on a timely basis to the Strategy & Transformation Committee. This includes verbal updates on activity, the submission of minutes and written reports, as well as the presentation of annual reports from relevant areas as per the schedule of reports. • Bring to Strategy & Transformation Committee’s attention any significant matter under consideration of the People and Culture Steering Group. • Ensure appropriate escalation arrangements are in place to alert the Executive Team, or Chairs of other relevant Committees / Steering Groups, of any urgent / critical matters that may compromise patient / client care and affect the operation and / or reputation of the Trust.
CONFLICT/ DECLARATION OF INTEREST	<p>The Chair will seek and record any Declaration or Conflict of Interest from members prior to every meeting of the group.</p>
REVIEW	<p>These Terms of Reference and operating arrangements will be reviewed annually.</p>