

NLG(18)310

DATE OF MEETING	28 August 2018
REPORT FOR	Trust Board of Directors – Public
REPORT FROM	Jayne Adamson, Director of People and Organisational Effectiveness
CONTACT OFFICER	Jayne Adamson, Director of People and Organisational Effectiveness
SUBJECT	Workforce Transformation Committee - Terms of Reference
BACKGROUND DOCUMENT (IF ANY)	N/A
PURPOSE OF THE REPORT:	Introduce the newly developed TOR for the re-formed workforce committee
EXECUTIVE SUMMARY (PLEASE INCLUDE: A SUMMARY OF THE REPORT, KEY POINTS & / OR ANY RISKS WHICH NEED TO BE BROUGHT TO THE ATTENTION OF THE TRUST BOARD AND ANY MITIGATING ACTIONS, WHERE APPROPRIATE)	<p>The Board of Directors approved the establishment of the Workforce Transformation Committee for the purpose of providing strategic direction and Board assurance in relation to all workforce matters:</p> <p>These include</p> <ul style="list-style-type: none"> • Resourcing and Workforce Transformation • Skills • Leadership & organisational effectiveness • Engagement & Culture • Health and Well Being <p>Attached are the newly developed Terms of Reference for consideration and approval by the Board. Following approval meetings will commence from September 2018.</p>
TRUST BOARD ACTION REQUIRED	The Board is asked to approve the newly developed TOR.

Directorate of People & Organisational Effectiveness

WORKFORCE TRANSFORMATION COMMITTEE

Membership and Terms of Reference

Reference:	DCT093
Version:	1.0
This version issued:	Date?
Result of last review:	N/A
Date approved by owner (if applicable):	N/A
Date approved:	Date?
Approving body:	Workforce Transformation Committee
Date for review:	September, 2019
Owner:	Jayne Adamson, Director of People & Organisational Effectiveness
Document type:	Terms of Reference
Number of pages:	10 (including front sheet)
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Northern Lincolnshire and Goole NHS Foundation Trust actively seeks to promote equality of opportunity. The Trust seeks to ensure that no employee, service user, or member of the public is unlawfully discriminated against for any reason, including the "protected characteristics" as defined in the Equality Act 2010. These principles will be expected to be upheld by all who act on behalf of the Trust, with respect to all aspects of Equality.

1.0 Constitution

The Board of Directors approved the establishment of the Workforce Transformation Committee (known as “the Committee” in these terms of reference) for the purpose of providing strategic direction and board assurance in relation to all workforce matters:

- Resourcing and Workforce Transformation
- Skills
- Leadership & organisational effectiveness
- Engagement & Culture
- Health and Well Being

2.0 Purpose

2.1 To make recommendations, as appropriate, on workforce matters to the Board of Directors.

2.2 Assessing and identifying risk within the Workforce and Organisational Development portfolio and escalating this as appropriate.

2.3 The Committee is accountable to the Board of Directors and any changes to these terms of reference must be approved by the Board of Directors.

2.4 The overall aims of the Committee are:

2.4.1 To play a key role as agent with the delegated authority of the Trust Board in influencing and monitoring the development of the OD Strategy and Culture work within the Trust incorporating the Trust Vision and Values, Engagement, Pride and Respect programme and the National, Regional and Local Transformation agenda;

2.4.2 They will also act as the trust’s guardian, providing assurance to the Trust Board that agreed strategies and programmes of work, including performance management of operational teams, are clearly scoped, appropriately resources and delivered in line with best practice and against the NHS Constitution’s Staff Pledges.

2.5 The specific objective of the Workforce Committee are to ensure risks pertaining to the strategy and transactions of workforce and Organisational Development are identified and managed and conform with the following

- to provide a positive working environment for staff and to promote supportive, open cultures that help staff do their job to the best of their ability
- to provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities

- to provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential
- to provide support and opportunities for staff to maintain their health, wellbeing and safety
- to engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families
- to have a process for staff to raise an internal grievance
- to encourage and support all staff in raising concerns at the earliest reasonable opportunity about safety, malpractice or wrongdoing at work, responding to and, where necessary, investigating the concerns raised and acting consistently with the Public Interest Disclosure
- to promote staff involvement in research as a means of both improving patient care and staff satisfaction
- to promote the delivery of quality education by and for all staff

3.0 Duties

In particular the Committee will provide assurance, raise concerns (if appropriate) and make recommendations to the Board of Directors in respect of:

- The development of effective Workforce and Organisational Development Strategies that support the Trust's strategic vision and values, making appropriate recommendations to the Board for approval. Review progress against agreed action plans and trajectories to achieve locally determined or nationally set/mandated standards and targets including the below:
 - Monitor Trust performance and data quality on national and local initiatives against Workforce Key Performance Indicators (KPIs) and other indicators/standards
 - Staff survey results (local and national)
 - Attendance levels
 - Demographic makeup of the organisation
 - Turnover
 - Occupational health data
 - Recruitment
 - Annual Workforce plan with the involvement of multidisciplinary teams

– Equality & Diversity

- Monitor educational, training, learning activities and recruitment to ensure that it complies with required legal and mandated standards, the expectations of the Trust and supports Service development/transformation and evidence based practice
- Consider the control and mitigation of workforce-related risks and provide assurance to the Board that such risks are being effectively controlled and managed via active use of the Board Assurance Framework (BAF)
- Ensure that statutory workforce requirements and reports are submitted in a timely manner to support effective and safe management of services
- Receive the minutes of the appropriate forums which monitor the delivery of the trusts Equality & Diversity Action Plan
- Support the development of emerging innovative roles
- Understand the workforce implications of service transformation within the Trust.
- Ensure high level risks and mitigation plans are appropriately highlighted to the Trust Board with clear articulation of the actions required at board level.

4.0 Membership

4.1 Core Membership

4.1.1 The Committee will include the following core members:

- A Non-Executive Director (Chair)
- Two additional Non-Executive Director (one of whom will be the Deputy Chair)

4.2 In Attendance:

- Medical Director;
- Executive Chief Nurse;
- Director of People & Organisational Effectiveness
- Chief Operating Officer
- Finance Director

4.2.1 All members and attendees listed above have voting rights.

4.2.2 The Chair of the Committee is the Non-Executive Director appointed by the Chair of the Northern Lincolnshire & Goole NHS Foundation Trust. The Deputy Chair of the Committee is one of the additional Non-Executive Directors. If the Chair is not present, then the Deputy Chair shall chair the meeting.

4.3 Ad hoc Attendance

4.3.1 The following will be in attendance as the agenda dictates:

- Clinical Directors
- Deputy Chief Nurses
- Assistant Director of People & Organisational Effectiveness
- Deputy Chief Operating Officer
- Staff side Chair/Lead
- Director of Medical Education
- Occupational Health & Wellbeing Manager
- Equality & Diversity Lead
- Staff Governors

4.3.2 In exceptional circumstances, and subject to the approval of the Chair in advance of the meeting:

- the Medical Director may nominate a Deputy Medical Director to attend on their behalf. A Deputy Medical Director attending in such circumstances **will not** have the right to vote
- the Chief Nurse may nominate a Deputy Chief Nurse to attend on their behalf. A Deputy Chief Nurse attending in such circumstances **will not** have the right to vote
- the Director of People & Organisational Effectiveness may nominate a Deputy to attend on their behalf. A Deputy attending in such circumstances **will** have the right to vote

4.3.3 The Chair of the Committee may also extend invitations to other personnel with relevant skills, experience or expertise as necessary to deal with the business on the agenda. Such personnel will be in attendance and will have no voting rights.

4.3.4 On a rotational basis Divisional Management Teams will be invited to the Committee to be held accountable for, and provide assurance against, delivery of the workforce agenda

5.0 Responsibility of Members and Attendees

Members of the Committee have a responsibility to:

- attend at least 80% of meetings, having read all papers beforehand
- act as 'champions', disseminating information and good practice as appropriate
- identify agenda items, for consideration by the Chair, to the Lead Director/Secretary at least 12 days before the meeting

- prepare and submit papers for a meeting, using the Trust template at least 8 days before the meeting
- if unable to attend, send their apologies to the Chair and Secretary prior to the meeting and, if appropriate, seek the approval of the Chair to send a deputy to attend on their behalf
- when matters are discussed in confidence at the meeting, to maintain such confidences
- declare any conflicts of interest/potential conflicts of interest in accordance with the Northern Lincolnshire & Goole NHS Foundation Trust's policies and procedures
- at the start of the meeting, declare any conflicts of interest/potential conflicts of interest in respect of specific agenda items (even if such a declaration has previously been made in accordance with the Northern Lincolnshire & Goole NHS Foundation Trust's policies and procedures)

6.0 Quorum

6.1 A quorum will be three members, of whom there should be:

- at least one should be a Non-Executive Director
- at least one should be an Executive Director

6.2 When considering if the meeting is quorate, only those individuals who are voting members can be counted, non – voting deputies and attendees cannot be considered as contributing to the quorum.

7.0 Frequency

7.1 Meetings will normally take place monthly with alternating between a formal business meeting covering standing items and a less formal business orientated meeting to provide an opportunity for a 'deep dive' approach with a subject specific focus or divisional/business centre focus. Meetings will take place at least two weeks before a Trust Board meeting (so as to allow this Committee to report to the Trust Board).

7.2 The business of each meeting will be transacted within a maximum of two and a half hours.

8.0 Authority

8.1 The Committee is authorised by the Board of Directors:

- to investigate any activity within its terms of reference and produce an annual work program

- to approve or ratify (as appropriate) those policies and procedures for which it has responsibility as listed in the 'Policy Schedule' in the Corporate Governance Manual
- to promote a learning organisation and culture, which is open and transparent;
- to establish and approve the terms of reference of such sub-committees, groups or task and finish groups as it believes are necessary to fulfil its terms of reference

8.2 The Committee is only able to commit financial resources in respect of matters identified in these terms of reference and as set out in the Scheme of Delegation and Standing Financial Instructions. The Director of Finance must be informed of any decision requiring use of resources. Any other matters requiring a decision on the use of resources are to be referred to the Trust Board and/or the Director of Finance.

9.0 Decision Making

9.1 Wherever possible members of the Committee will seek to make decisions and recommendations based on consensus.

9.2 Where this is not possible then the chair of the meeting will ask for members to vote using a show of hands, all such votes will be compliant with the current Standing Financial Instructions and Scheme of Delegation of the Northern Lincolnshire & Goole NHS Foundation Trust.

9.3 In the event of a formal vote the chair will clarify what members are being asked to vote on – the 'motion'. Subject to meeting being quorate a simple majority of members present will prevail. In the event of a tied vote, the chair of the meeting may have a second and deciding vote.

9.4 Only the members of the Committee present at the meeting will be eligible to vote. Members not present, deputies and attendees will not be permitted to vote, nor will proxy voting be permitted. The outcome of the vote, including the details of those members who voted in favour or against the motion and those who abstained, shall be recorded in the minutes of the meeting.

9.5 The Trust's Standing Orders and Standing Financial Instructions apply to the operation of this Committee.

9.6 Decisions which are outside of the Scheme of Delegation will be escalated to the Trust Board with the findings and recommendations of the Sub Committee for action at board level.

10.0 Reporting

The Committee will have the following reporting responsibilities:

- to ensure that the minutes of its meetings are formally recorded and submitted to the Board of Directors. These minutes shall be accompanied by a summary prepared by the chair of the meeting outlining the key issues discussed at the

meeting and those issues that need to be brought to the attention of the Board of Directors

- to produce those assurance and performance management reports listed in the Committee's annual work programme which has been agreed with, and are required by, the Board of Directors
- any items of specific concern, or which require the Board of Directors approval, will be subject to a separate report
- to provide exception reports to the Board of Directors highlighting key developments/achievements or potential issues
- to produce an annual report for the Board of Directors setting out:
 - the role and the main responsibilities of the committee
 - membership of the committee
 - number of meetings and attendance
 - a description of the main activities during the year
 - a completed annual self-assessment (the format to be approved by the Audit Committee) and the identification of any development needs for the Committee

11.0 Reporting Groups

11.1 The groups identified below will be required to submit the following information to the Committee:

- their terms or reference for formal approval and review
- the minutes of their meetings, together with a summary prepared by the Chair of that group outlining the key issues discussed at the meeting and those issues that need to be brought to the attention of this Committee
- to produce those assurance and performance management reports listed in the individual group's annual work programmes which have been agreed with, and are required by, this Committee
- an annual report setting out the progress they have made and future development
- any report or briefing requested by this Committee

11.2 The groups are:

- A number of operational committees will support the work of the Workforce Committee as identified below

- These feeder groups will support the Workforce Committee in providing Board Assurance around a range of activities related to the remit of the group by the provision of periodic reports and action plans:
 - Pride & Respect Steering Committee
 - Postgraduate Medical Education Board
 - Education & Learning Steering Group
 - Equality & Diversity Steering Group
 - Improving Together Work streams
 - Workforce Transformation Sub Committee
 - Collaborative Working Groups

12.0 Administrative Arrangements

12.1 The Lead Director is the Director of People & Organisational Effectiveness and has corporate responsibility for:

- liaising with the Chair on all aspects of the work of the Committee, including providing advice
- ensuring the Committee acts in accordance with standing orders and the scheme of reservation and delegation
- identifying an officer to undertake the role of Secretary
- overseeing the delivery of the Secretary's duties

12.2 The Secretary of the Committee will be responsible for:

- attending the meeting
- ensuring correct and formal minutes are taken in the format prescribed in the Governance Strategy and, once agreed by the Chair, distributing minutes to the members and submitting a copy to the Assistant Chief Executive
- keeping a record of matters arising and issues to be carried forward
- producing an action list following each meeting and ensuring any outstanding action is carried forward on the action list until complete
- producing a schedule of meetings to be agreed for each calendar year and making the necessary arrangements for confirming these dates and booking appropriate rooms and facilities
- providing appropriate support to the Chair, Lead Director and the Committee members

- providing notice of each meeting and requesting agenda items no later than 14 days before a meeting
- agreeing the agenda with the Chair and the Joint Lead Directors prior to sending the agenda and papers to members no later than 7 days before the meeting
- ensuring the Annual Work Programme is up to date and distributed at each meeting
- ensuring the papers of the Committee are filed in accordance with the Northern Lincolnshire & Goole NHS Foundation Trust's policies and procedures

13.0 Review

Terms of Reference will normally be reviewed annually, with recommendations on changes submitted to the Board of Directors for approval.

14.0 Equality Act (2010)

- 14.1** Northern Lincolnshire and Goole NHS Foundation Trust is committed to promoting a pro-active and inclusive approach to equality which supports and encourages an inclusive culture which values diversity.
- 14.2** The Trust is committed to building a workforce which is valued and whose diversity reflects the community it serves, allowing the Trust to deliver the best possible healthcare service to the community. In doing so, the Trust will enable all staff to achieve their full potential in an environment characterised by dignity and mutual respect.
- 14.3** The Trust aims to design and provide services, implement policies and make decisions that meet the diverse needs of our patients and their carers the general population we serve and our workforce, ensuring that none are placed at a disadvantage.
- 14.4** We therefore strive to ensure that in both employment and service provision no individual is discriminated against or treated less favourably by reason of age, disability, gender, pregnancy or maternity, marital status or civil partnership, race, religion or belief, sexual orientation or transgender (Equality Act 2010).

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Trust Secretary, NL&G NHS Foundation Trust.**