

Terms of Reference

Name of Committee	Workforce and Organisation Development Committee (WODC)
Type of Committee	Committee of the Board of Directors

1.	Purpose of the Committee
	<p>The Workforce and Organisation Development Committee (“the Committee”) has been established to provide assurance to the Board of Directors in consultation with the other Board Committees that adequate and appropriate governance structures, processes and controls are in place in respect of the workforce, and organisation development.</p> <p>The Committee has primary responsibility for receiving assurance regarding all aspects of strategic workforce and organisation development relating to staff in support of getting the best outcomes.</p> <p>The Committee will provide assurance to the Board regarding the following strategic areas: workforce, equality and diversity, recruitment and retention, staff health, safety and wellbeing, organisation development, partnership and citizenship.</p>
2.	Scope
	<p>The Committee will:</p> <ul style="list-style-type: none"> • Assure the Board that the Trust is meeting its legal and regulatory duties in relation to its employees. • Provide assurance into any area of work related to workforce and organisation development and related matters on behalf of the Board. <p>In fulfilling its obligations the Committee will be mindful of the need to improve the diversity of the workforce so that it more accurately reflects the populations which the Trust serves.</p>
3.	Authority/Accountability
	<p>The Committee is constituted as a standing committee of the Board of Directors.</p> <p>The Committee is authorised by the Board of Directors to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any member of staff and all members of staff are directed to co-operate with any request made by the Committee.</p>

4. Objectives of Committee

The Committee will:

- (i) provide assurance to the Board of Directors that Committee members are assured that there is a positive working environment for staff that promotes a supportive, open culture that helps staff do their job to the best of their ability;
- (ii) provide assurance to the Board of Directors that Committee Members are assured that there is support and opportunities for staff to maintain their health, wellbeing and safety;
- (iii) be assured that staff engagement strategies are in place prior to consultation exercises with staff to enable staff to be fully engaged in the decision making processes that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements.
- (iv) be assured that appropriate policies to raise issues, grievances and concerns are in place, are fit for purpose and allow fair and consistent treatment of staff.
- (v) review achievement against the following strategic areas – workforce, equality and diversity, nursing strategy, recruitment and retention, staff health, safety and wellbeing, organisation development, partnership and citizenship, and achievement of goals set out in the Workforce and OD Strategy Delivery Plan;
- (vi) be assured that there is an appropriate range and scope of training for all members of staff.

5. Membership

The membership of the Committee will be:

- Three Non-Executive Directors (one of which will chair the meeting)
- Executive Director of Nursing, Professions and Care Standards
- Director of Human Resources (Committee Lead with ownership of the agenda)
- Director of Corporate Governance (Board Secretary)
- Director of Organisation Development

Other Non-executive Directors and Executive Directors can attend as desired but will not form part of the permanent membership of the Committee.

6. Attendees

Meetings of the Committee shall normally be attended by:

- Deputy Director of Human Resources
- Head of Education, Training and Development
- Head of Equality and Inclusion
- Committee Administrator

The Committee may invite other persons to attend a meeting so as to assist in deliberations. The Chair shall be notified of this prior to the meeting.

7. Meeting Arrangements, Frequency and Notice of Meetings

Meetings shall be held quarterly.

Agendas will be generated by the Committee Administrator in consultation with the Director of Human Resources and Committee Chair for approval.

A formal agenda and supporting papers will be made available electronically to all members, and those in attendance where appropriate, three working days prior to the date of the meeting.

The Committee will agree objectives and an annual work programme and plan how this will be discharged throughout the year. The delivery of this plan will be built into a forward planner and meeting agendas.

Extraordinary meetings can be called by the Chair and can be held virtually, any decision made by the Committee in an extraordinary meeting will be ratified by the next formal meeting.

8. Quorum

The Committee is quorate when at least three members are present including two Non-Executive Directors and one Executive Director.

Deputies may attend by exception, but must be fully briefed and will not count towards quorum.

On the occasions when the Committee has arranged to meet and the Committee is not quorate, business can be discussed and provisional decisions can be made, but those decisions must be taken back to the next meeting of the Committee for ratification.

9. Minutes and Reporting Arrangements

The Committee shall be supported administratively by the Committee Administrator whose duties in this respect will include:

- production of the agenda to be agreed by the Chair,
- collation and dissemination of connected papers
- taking the minutes;
- keeping a record of matters arising and issues to be carried forward;
- maintaining an action log;
- recording of items of the key business undertaken each quarter for a Significant Issues Report to the Board following each meeting, in the public session where possible.

The minutes shall be approved at the following meeting and matters arising and action log shall be discussed at each meeting.

The Committee shall receive reports, via the Executive Directors' Group, in relation to the following strategic areas:

- Workforce
- Equality and Diversity
- Nursing Strategy
- Recruitment and Retention
- Staff Health, Safety and Wellbeing
- Organisation Development
- Partnership and Citizenship

Assurance from the Workforce and Organisation Development Committee is provided to the Board of Directors by the Chair through provision of confirmed minutes and presentation of the Significant Issues Report.

This report highlights key areas where assurance has been received regarding all aspects of strategic and operational workforce and organisation development and summarises recommendations and actions required.

The report also highlights recommendations for addition or amendment to the workforce and organisation development risks delegated to the Committee via the Corporate Risk Register (CRR) and Board Assurance Framework (BAF).

The Committee should provide an Annual Report timed to support the preparation of the Governance Statement. This internal report needs to be open and honest in presenting the committee's views if it is to be of real benefit to the Board and Accounting Officer.

This report is likely to be used by the Board in preparing its own report for publication in fulfilment of the reporting requirements of the Code.

In addition, the Committee's Annual Report should summarise the Committee's work for the year past, and present the Committee's opinion about:

- the significant issues that the Committee considered in relation to workforce and organisation development, and how these issues were addressed;
- the effectiveness of governance, workforce and organisational development risk management and control
- the reliability and integrity of these assurances.
- the implications of these assurances for the overall management of workforce and organisational development risk
- any issues the Committee considers pertinent to the Governance Statement and any long term issues the Committee thinks the Board should give attention to during the year
- the Committee's view of its own effectiveness, including advice on ways in which it considers it needs to be strengthened or developed.

10. Reporting Groups

There are no governance or operational groups that report directly to the Committee.

Other governance or operational groups may be requested to provide assurance to the Committee on specific issues relating to work of the Committee.

The Committee may request, via escalation and reporting processes to the Executive Directors' Group, the setting up of 'task and finish' groups, to be overseen by the Committee, for time-limited pieces of work or to assist the Committee in its oversight of specific areas of its remit.

11. Meeting Effectiveness Review

The Committee shall conduct an annual self-assessment on the performance of its duties as reflected within these terms of reference and report any conclusions and recommendations for change to the Board. As part of this assessment, the Committee shall consider whether or not it receives adequate and appropriate support in fulfilment of its role and whether or not its current workload is manageable.

The purpose of the review is to provide assurance to the Board of Directors on all areas within the remit of the Committee.

As part of the Board of Directors' annual performance review process, the Committee shall review its collective performance (and that of its individual members), and will prepare an Annual Report, for inclusion in the Trust's Annual Report and timed to support the development of the Annual Governance Statement.

12. Review to be conducted by the Committee Chair

Date Committee established	19 th November 2013
Terms of Reference to be reviewed	The terms of reference of the Committee shall be reviewed by the Board when required, but at least annually.
Date of last review	April 2018
Date of next review	March 2020