

Terms of reference - Workforce Organisational Development Committee (WODC) 5 August 2019

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Agenda Item No: 10.2.1

<u>WORKFORCE & ORGANISATIONAL DEVELOPMENT (WOD)</u> <u>COMMITTEE</u>	
TERMS OF REFERENCE	
Trust Strategic Objectives	To attract, retain and develop all employees and improve employee engagement year on year
BAF & Trust Risks	SR 1 - Workforce - Recruitment and Retention of staff across the Trust and in particular the future pipeline of nursing and medical staff.
Meeting Purpose/Remit	<p>The purpose of the committee is to provide the Board with assurance that:</p> <ul style="list-style-type: none"> • The organisational development and workforce strategy, structures, systems and processes are in place and functioning to support employees in the provision and delivery of high quality, safe patient care • Processes are in place to support optimum employee performance to enable the delivery of strategy and business plans in line with the trust's values • The Trust is meeting its legal and regulatory duties in relation to its employees • Where there are human resource risks and issues that may jeopardise the Trusts ability to deliver its objectives, that these are being managed in a controlled way through the Trust Management Committee. <p>To provide assurance on the following key areas of workforce governance:</p> <ul style="list-style-type: none"> • Resourcing • Skills • Leadership & organisational effectiveness • Engagement. • Productivity
Responsibilities	<p>The Committee will lead on the assurance of the workforce and organisational development including ensuring that:</p> <ol style="list-style-type: none"> 1. Legal and regulatory requirements relating to the workforce are met. 2. There is an overarching organisational development and human resources strategy that enables the Trust to deliver its strategy, vision and values 3. Effective identification and mitigation of Human Resources risks within the supporting infrastructure of the Board Assurance Framework and Risk Register 4. Robust workforce planning and recruitment processes are in place, supported with attraction & retention approaches, to ensure that the Trust has a workforce to deliver its strategy and annual

	<p>plan</p> <ol style="list-style-type: none"> 5. Mechanisms are in place and effective to communicate with and inform the workforce in relation to strategy as well as constitution, values and ethos. 6. The Trust is monitoring staff engagement and experience, reviewing staff surveys (national & local) and delivering its plans to achieve a highly motivated and engaged workforce to enhance the quality of patient care 7. There are processes in place to identify and develop organisational structures, leadership and management capability to ensure the delivery of the Trust's strategy 8. Arrangements are in place for the effective training and education of the workforce in all professions and disciplines 9. The Trust is delivering its ambition and legal obligations in relation to the Diversity/Equal opportunity of the workforce 10. Processes & resources are in place, to ensure the development of healthy teams and indicators of poor team health are acted upon, as well as support the wider Trust H&WB agenda. 11. Performance management reports are reviewed 12. National reports and best practice relating to Human Resource Management and OD is shared, reviewed for relevant findings and actions and the necessary actions implemented. 13. To oversee the requirements and governance assurance against the national agenda for Developing Workforce Safeguards <p>Supplementary areas for assurance:</p> <ol style="list-style-type: none"> 14. Receive assurance on the HR aspects of any external/internal compliance reviews that have raised concerns at Board and/or Executive Team. 15. By exception, consider whistleblowing and receive assurance on how workforce concerns raised are being dealt with. 16. Review the Board Assurance Framework/Trust Risk Register high scoring risks for assurance on traction of actions, and adequacy of controls and assurances taken e.g. staffing. 17. To review and monitor effectiveness of workforce related strategies and key performance indicators such as: <ul style="list-style-type: none"> o Staff survey results (local and national) o Attendance levels o Demographic makeup of the organisation o Turnover o Occupational health data o Recruitment o Annual Workforce plan 18. The Trust has in place the range of policies necessary to effectively manage the workforce and allow for fair and consistent treatment of staff as well as receives assurance and recommends support for policies relevant to HR/OD/Education/Training and Occupational Health, on behalf of the Trust.
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Authority & Accountabilities	<p>The WOD Committee is established to evaluate and report on the workforce/OD agenda and the operation of risk management systems and controls to the Trust Board.</p> <p>The Committee is authorised by the Trust Board to investigate any activity within its terms of reference obtaining independent advice if necessary. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee. The Committee shall transact its business in accordance with national/local policy and in conformity with the principles and values of public service (GP01).</p>
Reporting Arrangements	<p>The minutes will be submitted to the Trust Board, and the Chair shall report on the main issues discussed and decisions made, highlighting any matters of concern or significant risks identified.</p>
Membership	<ul style="list-style-type: none"> • Chair of the Committee • Director of Workforce • Two Executive Directors, one of which is the Director of Integration, the other Executive attendee to join on a rolling attendance basis • Two Non-Executive Directors • Deputy Chief Operating Officers (or nominated representative) • Divisional Manager Estates & Facilities
Attendees	<ul style="list-style-type: none"> • Deputy Director of Workforce • Head of Education & Training • Associate Chief Nurse • Head of Occupational Health and Wellbeing (as required) • Other Operational Leads, as required, which may include; Heads of HR Advisory, Resourcing, Equalities and Workforce, as appropriate • Other attendees may be requested to attend the meeting by the Chair or may attend with the permission of the Chair.
Chair	<p>The Chair of the committee shall be the Trust board nominated Non-Executive Director and if he/she is absent, another NED from those present at the meeting</p>
Quorum	<p>Chair, (or nominated Deputy), and 4 other members, one of whom must be:</p> <ul style="list-style-type: none"> • An Executive director • A Non-Executive director • A Deputy COO or Group Manager
Frequency of meetings	<p>The committee will meet bi-monthly.</p>
Administrative	<p>The HR & OD department will provide administrative support. Agenda</p>

support	and papers will be circulated 4 working days prior to the meeting.
Standards	<ul style="list-style-type: none"> • NHS Improvement Single Oversight Framework (to include Quality Governance and Well led guidance) • Equality Act & NHS EDS • NHS Employers standard recruitment checks • Medical & Dental and AfC Terms & Conditions
Standard agenda items	<ul style="list-style-type: none"> • Future Workforce/Resourcing • Education & Training • Organisational Development/Leadership • Engagement & Culture • Workforce Planning, Intelligence & Productivity • Underpinning Work & Assurance (including BAF)
Review of WODC Performance & Effectiveness	<ul style="list-style-type: none"> • To be carried out on a bi-annual basis
Subgroups	<ul style="list-style-type: none"> • Attraction & Retention Steering Group • Equality & Diversity group • Academy Steering Group • Medical Workforce Group • Role Development Steering Group
Date Approved	Trust Board – 4 th February 2019
Date Review	October 2019