PEOPLE & ORGANISATIONAL DEVELOPMENT (POD) COMMITTEE IN COMMON

TERMS OF REFERENCE

1. PURPOSE

The purpose of the People & Organisational Development (PoD) Committee in Common is to provide assurance to the Trust Boards of Basildon Hospital, Mid Essex Hospital and Southend Hospital on the development and delivery of the three Trusts' strategy for a sustainable workforce in line with the NHS Long Term Plan.

The People & Organisational Development strategy includes:
- Recruitment and retention to improve sustainable workforce numbers
- Horizon scanning for intelligence to increase the adoption and spread of innovative workforce models
- Implementing innovative ways of working and skills acceleration
- Taking systematic approaches to the management of change
- Staff engagement and culture change

2. SPECIFIC DUTIES

Seek assurance from the three Trusts' People and Organisational Development working groups (Nursing & Midwifery Recruitment & Retention board, Group Equality & Diversity committee, Workforce Governance committee and Group Education steering group) for all staff, including nursing & midwifery, medical & Allied Health Professions (AHP) to ensure:

a) Actions are taken in light of the national and local strategic workforce context the Trusts are operating in

b) An evidence-based workforce action plan is operationalised, monitored and reviewed in an effective and efficient manner

c) Workforce performance and compliance Key Performance Indicators (KPIs) (for example recruitment, retention, vacancies, turnover, sickness absence, agency spend, statutory and mandatory training and appraisals) are set, measured and within agreed tolerance limits

d) Estimated workforce trajectories for the short, medium and long term are set, validated, monitored and reviewed

e) Education and training are provided through effective partnership working, which includes in house and external provision

f) Appropriate actions are taken following the results of the national staff survey in order to improve staff engagement

g) Organisational values and behaviours that drive a positive culture are embedded across the organisation

h) HR policies, procedures, standards and guidelines are up-to-date and are reflective of the business requirements

i) Workforce risks and issues are mitigated, recorded in a timely manner and accurately reflected in the Business Assurance Framework

j) Business cases are quality assured, robust, credible, clear, clinically and cost effective and demonstrate a justified cost-benefit analysis

Provide assurance to the Trust Boards in Common that:

k) Legal and regulatory requirements relating to workforce are met

l) The workforce risks and issues are accurately reflected within the Board Assurance Framework

m) Business cases pertaining to workforce have been scrutinised prior to submission to the Boards in common for approval

n) There are mechanisms in place to allow staff to raise concerns and ensure these are dealt with in a timely and effective manner, in line with policy and national guidance

o) The People & Organisational Development Committee in common has:

    i. Taken decisions delegated from the three Trust Boards and Remuneration and Nomination Committee.

    ii. Considered internal business cases for the settlement of employment matters that ensure economic value, protect organisational reputation, continued service and operational delivery.

3. KEY DELIVERABLES

2019 / 2020
a) Achieve the agreed recruitment trajectories for Nursing and Medical professional groups
b) Achieve a reduction in Band 5 Nurse Vacancy factor from 21% to 18% by April 2020
c) Improve staff engagement that leads to an improvement in staff Turnover KPI and group staff engagement score (from national staff survey)

4. MEMBERSHIP

- Three Non-Executive Directors from each Trust, one of whom would be the Non-Executive Lead (Chair) for the People & Organisational Development Committee

- Chief Executive/Deputy Chief Executive

- Chief People and Organisational Development Director or delegate

- Chief Nursing Officer or delegate

- Chief Medical Officer or delegate

- Managing Directors or delegate

One of the Non-Executive directors will chair the meeting. A further Non-Executive director will act as deputy chair.

The Chairs of the three Trusts are ex-officio members of the Committee.

In attendance (By Invitation)

- Company Secretary

- Group Director of Workforce strategy

- Group Director of Resourcing and planning

- Group Director of Organisational Development

- Communications Director

- Associate Directors of Human Resources

- Group Director of Medical Education

5. **ATTENDANCE AT MEETING**

Members are expected to make every effort to attend all meetings of the committee. An attendance register will be taken at each meeting and an annual register of attendance will be included in the Trusts' annual report.

In addition to the formal members of the committee listed above, other members of the Executive Team and/or Site Leadership Teams may be invited to particular meetings.

6. **QUORUM**

The quorum shall be 8 members, including at least two non-executive directors from each trust, the Chief People and Organisational Development Director or nominated deputy and one other Executive Director.

The aim will be for any decisions to be made by consensus, however in the event of a vote being required, each member present will have one vote. The Committee Chair will have a casting vote in the event of a tie.

In the event one of the individual Trust's committee is not quorate, then any decision made at the meeting will be ratified by the individual Trust's Board.

7. **ACCOUNTABILITY & REPORTING ARRANGEMENTS**

The People and Organisational Development Committee in common is accountable to the three Trusts Boards of Directors.

The committee chair will provide a written report on the work of the committee at each Board of Directors meeting in public. This report will highlight areas of work since the previous meeting or from the works of the groups reporting to the People & OD committee. It will highlight risks and issues and progress against the committee work plan.

8. **DECLARATION OF INTEREST**

All members, ex-officio members and those in attendance must declare any actual or potential conflicts of interest which will be recorded in the minutes. Anyone with a relevant or material interest in a matter under consideration will be excluded from the discussion at the discretion of the Committee Chair.

9. **FREQUENCY & CONDUCT**

The Committee shall meet on a bi-monthly basis. Papers for the meeting should be distributed at least five working days prior to the meeting. Members are encouraged where possible to limit papers to a maximum of three sides of A4, with appendices as optional.

Minutes will be produced within 10 days of the meeting and should be 'virtually' approved by members within three weeks of the meeting date.

10. **MONITORING**

The Committee will review the effectiveness of the subcommittee on an annual basis reporting this to the three Trusts Boards in common accordingly.

At the end of each meeting, the Committee will carry out a review of the meeting's effectiveness, using a standard template.