

## **People and Education Assurance Committee**

### **FINAL Terms of Reference**

#### **1.0 Authority & Scope**

- 1.1 The People and Education Assurance Committee is a subcommittee of the Trust Board and is chaired by a Non-Executive Director.
- 1.2 The subcommittee is established to provide assurance to the Board and that the necessary structures and processes are in place to create an organisation which actively promotes and values teamwork and collaboration, where all our staff are well led and well managed and where everybody irrespective of their role, feels valued, heard, supported, safe and connected.

#### **2.0 Purpose**

- 2.1 The purpose of the Committee is to scrutinise:
  - 2.1.1 Delivery of the People Strategy via its associated action plan, seeking assurance of investment in the development and welfare of the whole workforce at GOSH and establishment of the Trust as an open and inclusive employer of choice, to attract and retain talent.
  - 2.1.2 Alignment of the deliverables within the People Strategy to ensure that appropriate people resources are allocated to deliver the Trust-wide strategic objectives and successfully innovate GOSH services.
  - 2.1.3 Assurance of delivery of the strategic priorities relating to education and training and the plans for the GOSH Learning Academy.
- 2.2 The committee will focus on seeking assurance of:
  - 2.2.1 Creation of opportunities for career development and advancement across all disciplines and professions
  - 2.2.2 Development in the competence and skills of GOSH staff to deliver existing and future innovative services
  - 2.2.3 Enhancing leadership and line management capability, developing compassionate and inclusive leaders.
  - 2.2.4 Improvements in the Trust internal communication with staff, embedding GOSH values across the Trust.

#### **3.0 Duties**

##### Capacity and workforce planning

- 3.1 Review the strategic workforce plan and seek assurance that it:
  - Delivers sufficient staff, with the necessary skills and competencies to meet the needs of the Trust's patients and service users.
  - Reflects new roles and new ways of working to support delivery of the Trust's strategic objectives.
  - Builds career and training paths and promotes opportunities (including flexible working and secondment/ promotion opportunities) which encourage people to stay at GOSH.
- 3.2 Review the repositioned employee brand and employee value proposition (EVP) and seek assurance of how this promotes GOSH as an open and inclusive employer of choice.

3.3 Review the draft Recruitment and Retention Strategy and seek assurance of implementation of the associated action plan.

#### Skills and capability

3.4 Receive assurance on development and delivery of a learning and development framework focusing on:

- Successful delivery of multi-professional leadership development programme for aspiring, developing and supporting leaders.
- Development of career pathways for all roles, linked to learning opportunities and apprenticeships.
- Implementation (and uptake) of a modernised approach to Personal Development Reviews (PDRs) that provides meaningful opportunities to improve performance and capability alongside development.
- Successful delivery of a structured approach to coaching, mentoring and mediation and assurance that this effectively supports GOSH leaders and staff.
- Successful delivery of a programme to increase capability for service redesign, project management, digital technology, and project management.

#### Modernising and reshaping

3.5 Seeking assurance of the management of employment relations cases and receiving information on strategic themes relating to employment relations and terms and conditions of service.

3.6 Receiving information on those teams undergoing mediation.

3.7 Assurance of the development and delivery of a transformation portfolio ensuring that the capability and capacity is available to deliver and embed a culture of transformation and service redesign.

3.8 Review of the HR function's structure, systems and work programme (including policy development and compliance, statutory and mandatory training and employee relations) to provide a foundation for future investment in capability building, career development and enhanced communication.

#### Culture, Engagement, Health and Wellbeing

3.9 Assurance of the establishment of a culture which promotes transparency and:

- Supports the right and responsibility for all staff to speak up for safety, for themselves and for others.
- Provides mechanisms to enable staff to provide feedback and to shape services at a local level (including exit surveys).
- Supports delivery.

3.10 Review of the development and implementation of an integrated health and wellbeing strategy to provide a more holistic approach to managing health and wellbeing based on the prevention physical and mental health and the promotion of wellness.

3.11 Review of the development and implementation of an integrated Diversity & Inclusion strategy (D&I) to imbed D&I considerations into workplace relationships, policy and practice.

3.12 Assurance of that the Trust has an appropriate pay, reward and recognition system that is linked to delivery of the Trust's strategic objectives, outcomes and desired behaviours.

3.13 Assurance that expectation and standards required of participating consultants in IPP is clearly defined and communicated

3.14 Establishment of a respectful, constructive and mutually beneficial relationship with the staff partners and union representatives.

3.15 Assurance of a joined up and effective internal communications framework which promotes engagement, encourages connection and delivers an employee voice (including establishment of staff forums, and responses to the trust wide staff survey and associated action plans).

3.16 Assurance of the refresh and implementation of a GOSH behavioural framework associated with GOSH values.

#### Governance

3.17 Review those entries on the Trust's Board Assurance Framework (BAF) which are to be overseen by the Committee.

3.18 Seek assurance that the Trust is compliant with relevant legislation and regulations relating to workforce and education matters.

3.19 Receive information to assure the Board that appropriate action is taken to identify implications for the delivery of workforce, leadership and support plans arising out of recommendations from external investigations of other organisations/ systems and processes and benchmarking against other appropriate organisations.

3.20 To receive and review the findings of relevant Internal and External Audit reports covering workforce, education and training and staff engagement and to assure itself that recommendations are appropriately responded to and implemented in a timely and effective way.

3.21 To request 'deep dive' reports on any matters arising from within its terms of reference.

#### **4.0 Reporting**

4.1 The Committee will receive reports as outlined in the committee work-plan.

4.2 The People and Education Assurance Committee Chair will present a summary report to the Trust Board following every meeting.

4.3 A summary of the People and Education Assurance Committee most recent meeting will be shared with the Quality, Safety and Experience Assurance Committee (and vice versa).

4.4 The Committee will provide an annual report to the Trust Board on the effectiveness of its work and its findings, including its review of relevant Board Assurance Framework entries within its terms of reference.

## **5.0 Membership**

5.1 Three Non-Executive Directors, one of whom shall chair the meeting.

5.2 For a quorum, there must be at least two Non-Executive Directors in attendance.

5.3 The following shall be expected to attend meetings:

- Chief Executive
- Medical Director
- Chief Nurse
- Director of Human Resources and Organisational Development
- Deputy Director of Human Resources and Organisational Development\*
- Associate Director of HR Operations\*
- Associate Director of Workforce Development\*
- Director of Education\*
- Director of Medical Education\*
- Deputy Medical Director\*
- Director of Nursing\*
- Company Secretary

5.4 Additional members may be added or invited to attend as appropriate.

5.5 The Director of Human Resources and Organisational Development will ensure that the HR Team provides appropriate administrative support to the committee, Chair and committee members.

## **5.0 Frequency of meetings**

5.1 The Committee will meet 4 times a year and committee dates will be sent out at the beginning of the year.

5.2 Members are expected to attend a minimum of 3 meetings per year.

5.3 Papers for the meeting will be sent out one week before the meeting.

5.4 Some attendees (\*) may be excluded from the first part of the meeting due to the confidential nature of business to be transacted. Those excluded (and other relevant staff) may attend on the basis of invite only for the purposes of providing relevant information to the members.

## **6.0 Monitoring**

6.1 The Committee shall review its terms of reference on an annual basis, including attendance at meetings, coverage of the terms of reference and workplan requirements during the year. The views of members of the committee, staff attending the meeting and receiving requests for reports will be sought as part of the review. Recommendations will be brought to the committee for consideration and approval.

6.2 The Chair of the committee shall draw to the attention of the Board any issue that requires disclosure to the full Board or requires executive action.

6.3 The Chair will give an account of the committee's work in the Trust's annual report.

6.4 The Committee shall undertake an annual review of its effectiveness which will be reported to the Trust Board.

**Approved: February 2020**