

Agenda
item

23.6

Workforce and Equality Committee

Annual Report

April 2022 to March 2023

Contents

Section

1	Period Covered by this Report
2	Introduction
3	Terms of Reference and Committee Effectiveness Review
4	Meetings of the Committee
5	Membership of the Committee and Meeting Attendance
6	Reports Made to the Board of Directors
7	The Work of the Committee During the Year
8	Conclusion
Appendix 1	Terms of Reference
Appendix 2	Committee Effectiveness Review: Top-Line Report

1 Period Covered by the Report

This report covers the work of the Workforce & Equality Committee for the financial year 1 April 2022 to 31 March 2023.

2 Introduction

The Workforce & Equality Committee (Committee) was established in March 2020 by the Board of Directors as one of its sub-committees. This was following a recommendation from the external Well Led review undertaken by Deloitte that the Trust should establish a Committee to strengthen the Board's connection to the delivery of the People Development Strategy and provide oversight on this key area within the Trust.

The purpose of the Committee is defined as providing oversight of significant workforce and equality matters. The Committee is an assurance receiver on behalf of the Board of Directors, the Committee monitors key workforce performance metrics, risks and mitigations, and delivery of the Trust's People Development Strategy with supporting workforce plans and underpinning strategies.

This report covers the work the Committee has undertaken at the formal meetings held during 2022-23. The Committee reports to the Trust Board and assures it on the work it has carried out, the assurances it has received and escalates specific concerns; demonstrating that it has operated within its Terms of Reference.

Secretariat support is provided by the Corporate Governance Team, who work with the Chief People Officer and their Deputy in relation to agenda planning, minutes, managing cumulative action logs and general meeting support.

The Trust welcomes and encourages feedback and recognises the importance of being a learning organisation. A colleague experience or story is presented at the start of each Workforce and Equality Committee meeting, with the view that the input will be linked to one of the identified priorities being discussed at that meeting. This new approach will provide an opportunity for Board members to triangulate, build relationships with Trust colleagues, and support the Board's ongoing journey for Board visibility and accessibility to the workforce.

Development

In support of continuous improvement, a review exercise has taken place during quarter three of the year, which has reviewed each of the Board sub-committees. This exercise was in support of developing the Trust's governance, oversight, assurance and performance management practices. The exercise considers corporate governance, and operational governance practices, to ensure that improvements made support a robust and agile governance framework being in place at the Trust.

To support the work, analysis has taken place over the last few months, involving benchmarking; informal discussion with colleagues; effectiveness reviews; and agreeing the aspirations for refreshed models. A task and finish group is overseeing the work, which is supported by a development plan; and new framework to review effectiveness of change aligned to the well led framework.

Assurance

The Committee receives assurance from the Executive Director members of the Committee, Staff Network Leaders, and from the subject matter experts who attend the meetings as required, dependant on the agenda items being discussed.

Assurance is provided through written reports, both regular and bespoke, through critical exchange and challenge by Committee members who validate the information provided through wider knowledge of the Trust; specialist areas of expertise; attending Board of Directors', and Council of Governors' meetings; visiting services, talking to staff, and observing operational meetings at the Trust as required. During this period Committee meetings continued to be held in a virtual format, through the use of Microsoft Teams.

The Committee is assured that it has the right membership to provide the right level and calibre of information and challenge.

Part of the assurance role of the Committee is to receive the Board Assurance Framework (BAF); a primary assurance document for the Board which details those key controls in place to ensure that any risks in achieving the strategic objectives are being well managed. The BAF lists those committees that are responsible for receiving assurance in respect of the effectiveness of those controls. The Workforce and Equality Committee is asked to note those where it is listed as an *assurance receiver* to ensure that it had received sufficient assurance through the reports that come to the Committee or to commission further information where there was a lack of assurance (actual or perceived). These are:

- SO2: To prioritise our people ensuring they have the right skills, suitable workspaces and feel valued and motivated
- SO4: To empower all staff to be leaders within an open culture in line with our values and aspirations for inclusivity and diversity

The Committee reviews the BAF at each meeting prior to it being presented to the Board.

3 Terms of Reference and Committee Effectiveness Review

The Committee's Terms of Reference are reviewed annually. They were scrutinised at the April 2023 Committee meeting will be ratified by the Board of Directors on 11 May 2023. The Terms of Reference are attached as Appendix One.

A Committee Effectiveness Review was conducted in February 2023 with the learnings identified relating to Committee's workload and scale of portfolio. The details of the effectiveness review are as follows:

The online Workforce & Equality Committee Effectiveness Review survey was circulated by the Trust's Corporate Governance Team to members and attendees of the Workforce & Equality Committee on 9 January 2023 for completion by Friday 20 January 2023. Owing to initial low response rates, the survey was extended for an additional week until Friday 27 January 2023 and all potential respondents were contacted again to ask them to participate.

The survey comprised a set of standard questions on a satisfaction rating scale, some of which were relevant to all Board Committees and some which were specific questions related to the Workforce & Equality Committee's Terms of Reference. Most questions were based on the satisfaction rating scale but there was opportunity for respondents to provide additional feedback at various points in the survey.

Approximately one-half of those asked to complete the survey responded (10 out of 19), an increase of approximately 20% on the 2022 response rate.

Top-line results indicate that the Committee is considered to work effectively but there are considered to be areas for improvement.

- Committee Papers: the route of escalation for papers coming to Committee was questioned in 2022 and that still appears to be an area of concern, as is the quality and format of the papers. However, timely distribution of papers had improved.
- Committee Operation: the time needed for members to be effective was raised. As more papers are presented (rather than verbal updates), it has led to improved discussion flow as members are able to triangulate the information in advance of the meeting. There is a perception that there might be a benefit from more meetings although that should be considered in conjunction with the questions about paper formats and whether escalation routes to Committee are correct.
- Terms of Reference: the overall perception is that the Terms of Reference "adequately and realistically define the Committee's role" has worsened.
- Strategically, there is a perceived worsening in the alignment of workforce matters with the Trust's overall strategy leading to less consideration of risks and longer-term opportunities / planning. However, there was an improvement in perceptions in the way the Committee monitors strategic plans.

The facility for providing additional feedback was used minimally but was constructive:
Operational: *"assurance may need to be more robust showing commitment / forecast improvements"*

Terms of Reference: *"more focus on long term planning and impacts"*

Whilst there has been learning identified from this sample of members, this has shifted from being about how the Committee conducts itself from the 2022 survey to taking a more strategic view this year and this should be considered when reviewing the Committee's Terms of Reference.

4 Meetings of the Committee

During the 2022/23 financial year, the Committee met four times:

- 28 April 2022
- 23 June 2022
- 20 October 2022
- 16 February 2023

5 Membership of the Committee and Meeting Attendance

The Members of the Committee are as follows:

- Non-Executive Director (Committee Chair)
- Two additional Non-Executive Directors
- Chief People Officer
- Director of Finance
- Chief Operating Officer
- Medical Director
- Director of Nursing/Professions and Care Standards
- Chair of the Trust (as an optional attendee to support assurance processes) *
- Chief Executive*

**As the Committee has developed, attendance at meetings is dependent on the agenda items being discussed.*

During this period, the Committee was chaired by a newly appointed Non-Executive Director (NED) Mark Rawcliffe. The Lead Executive being Bob Champion in an interim capacity, up to his substantive appointment as Chief People Officer with effect from 27 June 2022.

Any Executive and Non-Executive Director could attend a Board sub-committee meeting because of the position that they hold. When carrying out this duty they assumed full member rights.

The Deputy Director of Human Resources and Organisational Development; the Freedom to Speak Up Guardian; Head of Equality and Diversity; and the Corporate Governance Manager or delegated members, attended all meetings.

An open invitation was extended to the Staff Side Chair or delegated member of the Staff Partnership Forum and Local Negotiating Committee for each meeting and to the Staff Network Chairs or delegated member.

In addition to anyone listed above, the Chair of the Committee could also request subject matter experts to attend on an ad-hoc (or regular) basis to provide advice,

support, or to otherwise contribute to the Committee’s work. On these occasions, they were attendees and were not included in the membership of the meetings as outlined in the Terms of Reference.

The Trust also invites Governors to observe Board sub-committee meetings. This opportunity allows Governors to observe the work of the Committee, rather than to be part of its work as they are not part of the formal membership of the Committee. Governors observe Board sub-committee meetings in order to gain a better understanding of the work of the Trust and to observe Non-Executive Directors appropriately challenging the Executive Directors about the operational performance of the Committee. At the meeting, the Governor observer(s) are required, along with other participants, to declare any potential or actual conflicts of interest they may have in respect of any of the items to be discussed.

Quoracy

The Committee shall be quorate when three members attend the meeting, two of which must be Non-Executive Directors. Attendees do not count towards quoracy.

If the Committee Chair is unable to attend a meeting, and if otherwise quorate, the meeting will be chaired by one of the other Non-Executive Directors.

Where appropriate members may nominate deputies to represent them at a meeting. Deputies do not count towards the calculation of whether the meeting is quorate unless the deputy is representing the member under formal “acting up” arrangements.

A non-quorate meeting may go ahead unless the Chair decides not to proceed. Any decisions made by a non-quorate meeting must be reviewed at the next quorate meeting.

Attendance at Committee meetings by substantive members

Key:

shows attendance

Shows apologies

shows when the individual was not in attendance or not eligible to attend the meeting.

*indicates Chair of the meeting

Members		28 April 2022	23 June 2022	20 October 2022	16 February 2023
Carole Panteli	Interim Trust Chair				
Maz Ahmed	NED				
Mark Rawcliffe	Committee Chair (NED)	*	*	*	*
Bob Champion	Interim Director of Human Resources and Organisational Development (ED)				

Simon Lewis	NED				
Phillipa Hubbard	Director of Nursing, Professions and Compliance				
Tafadzwa Mugwagwa	Interim Chief Operating Officer				
Kelly Barker	Interim Chief Operating Officer				
David Sims	Medical Director				
Mike Woodhead	Director of Finance, Contracting and Facilities				

Attendance at Committee meetings by formal attendees

Regular Attendees		28 April 2022	23 June 2022	20 October 2022	16 February 2023
Zahir Daji	Learning from your experience				
Bo Escritt	Organisational Development				
Helen Farrar	Engagement Manager				
Naomi Fernandez	Apprenticeships Manager				
Leeroy Golding	Aspiring Cultures Network				
Emma Greenwood	Rainbow Alliance Network				
Sue Grahamslaw	Corporate Business Manager				
Michelle Holland	Deputy Director of Human Resources & Organisational Development				
Jeanette Homer	Union				
Rebecca Jowett	Previous Freedom to Speak Up Guardian				
Abdul Khalifa	HR Business Partner				
Darryll Monroe	Rainbow Alliance Network				
Helen Robinson	Deputy Board Secretary				
Nicola Wilson	Workforce Planning Manager				
Lisa Wright	Head of Diversity & Inclusion				
Janet Fajemisin	Corporate Governance Facilitator				
Fran Stead	Trust Secretary				

6 Reports Made to the Board of Directors

The Chair of the Committee makes an Alert, Advise, Assure (AAA) escalation report regarding the most recent meeting of the Committee to the next available Board of Directors' meeting. This report seeks to assure the Board on the main items discussed by the Committee and, should it be necessary, to escalate to the Board any matters of concern or urgent business which the Committee is unable to conclude. The Board may then decide to give direction to the Committee as to how the matter should be taken forward or it may agree that the Board deals with the matter itself.

Where the Board wants greater assurance on any matters that are within the remit of the Terms of Reference of the Committee the Board may ask for these to be looked at in greater detail by the Committee.

The below table outlines the date that the AAA report was presented by the Chair of the Committee to the Board of Directors' meeting.

Date of meeting	Assurance and escalation report to Board by chair	Ratified minutes presented to Board
28 April 2022	14 July 2022	14 July 2022
23 June 2022	8 September 2022	12 January 2023
20 October 2022	12 January 2022	9 March 2023
16 February 2023	To be scheduled	To be scheduled

7 The Work of the Committee During the Year

The Committee reviewed its work programme during 2022/23 to prioritise areas of work and ensure its focus was on strategic workforce issues and alignment to the NHS People Plan Pillars. The Chair of the Committee confirms that during 2022/23 the Committee has carried out its role in accordance with its Terms of Reference.

Further details of all these areas of work can be found in the minutes and papers of the Committee.

High-level and more detailed presentations of areas of work on which the Committee has received assurance and during the year were as follows:

Assurance on:

- Trust 5-year integrated Workforce Plan
- Sickness Rates and review of the impact of COVID-19
- Recruitment and Retention Progress Report and Update
- Freedom to Speak Up Guardian Report – Learning and Thematic Review
- Preceptorship Model Performance Management Framework
- Belonging and Inclusion Plan

- Workforce Race Equality Standard Update
- Workforce Disability Equality Standard Update
- LGB Equality Analysis
- Gender Pay Gap Report
- Trust Self-Assessment Return
- People Development Strategy 2021-24
- Future of NHS Human Resources and Organisation Development, including the Development of a Local Place People and OD Function Proposition
- Fire Safety Compliance Training
- Apprenticeship Annual Report
- Talent Management Progress Report
- Leadership & Management Annual Report

Reports and presentations on:

- Model Roster 3 planning and implementation
- COVID-19 Updates
- Staff Survey Results and Mid-Year Review
- Internal Communications Strategy Annual Updates
- Health & Wellbeing Updates
- Smarter Working Programme updates
- Rainbow Badge Annual Report
- Reciprocal Mentoring Report
- General updates from staff networks
- Staff stories

During the year, the Committee has progressed the following work:

- Refined the Workforce Dashboard to include metrics to monitor culture and leadership capability across the Trust in line with the NHS People Plan.
- Commissioned a review of gender pay gap and supported the development of an action plan to address issues highlighted by the review,
- Overseen the implementation of the 2021 Staff Survey action plan and the Trust's response to feedback from staff.
- Supported the promotion of the Rainbow Badge scheme within the voluntary and community sector partners to raise awareness across the Bradford Place.
- Agreed the Trust's Equality Objectives and action plan for 2022/23 and how progress would be monitored.
- Supported the establishment of the Best Place to Work enabling programme.

Assurances on the key workstreams that the Committee is responsible for has been provided via regular reports, monitoring of the action plan and the Workforce and Equality Dashboard.

8 Conclusion

The Chair of the Committee would like to assure the Board that the Committee worked hard to fulfil its Terms of Reference during 2022/23, including monitoring and advising on key human resources metrics via the dashboard, promoting the Trust's values and vision through a wide range of staff development including the Trust's comprehensive leadership and management programme. The Board is asked to recognise how the Committee supports the ongoing continuous improvement journey both at the Trust and on its own effectiveness.

The Committee adds value by maintaining an open and professional relationship with officers of the Trust and it has carried out its work diligently; discussed issues openly and robustly; and kept the Board of Directors apprised of any possible issues, risks, or learning. Organisational learning drives this Committee and is one of its core values; further improvements will be made to advance this critical aspect of quality and safety.

Members of the Committee would like to thank all those who have responded to its requests during the year and who have supported it in carrying out its duties.

April 2023

Mark Rawcliffe

Chair of the Workforce and Equality Committee

Bob Champion

Chief People Officer, lead Executive for the Committee

APPENDIX 1: TERMS OF REFERENCE

Workforce and Equality Committee

Terms of Reference Ratified – 27 April 2023

Version:	3
Approved by:	Workforce and Equality Committee
Ratified by:	Board of Directors
Date approved:	To be approved April 2023
Date ratified:	10 March 2022
Job title of author:	Trust Board Secretary
Job title of responsible Director:	Non-Executive Director and Chair of the Workforce and Equality Committee
Date issued:	27 April 2023
Review date:	April 2024
Frequency of review:	Annual
Amendment Summary:	
1: Section 2 updated to reflect regular attendees.	
2: Section 6 updated to reflect new PCREF.	
3: Section 10 updated to reflect changes to deputies.	

1 Name of group / committee

Workforce and Equality Committee (Committee).

2 Composition of the Committee

Members: full rights

Title	Role in the group / committee
Non-Executive Director	Committee Chair
Non-Executive Director	Additional non-executive member
Non-Executive Director	Additional non-executive member
Chief People Officer	Executive lead for workforce development. Assurance and escalation provider to the Workforce and Equality Committee.

Title	Role in the group / committee
Director of Finance	Executive lead for finance and resources. Assurance and escalation provider to the Workforce and Equality Committee.
Chief Operating Officer	Executive lead with day-to-day responsibility for operational delivery of services. Assurance and escalation provider to the Workforce and Equality Committee.
Medical Director	Executive lead for medics. Assurance and escalation provider to the Workforce and Equality Committee.
Director of Nursing, Professions and Compliance	Executive lead for nursing and professional standards. Assurance and escalation provider to the Workforce and Equality Committee.
Chair of the Trust	Additional non-executive member (attendance at meetings will be dependent on the agenda items being discussed).
Chief Executive	Accountable Officer (attendance at meetings will be dependent on the agenda items being discussed).

Any Executive and Non-Executive Director can attend a Board sub-committee meeting because of the position that they hold. When carrying out this duty they will assume full member rights. It is expected that the Committee will be of particular interest to the Non-Executive Director champion for Leadership Development, Equality and Diversity and Staff Wellbeing.

The Deputy Director of Human Resources and Organisational Development; the Freedom to Speak Up Guardian; Head of Equality and Diversity; and the Trust Board Secretary will attend all meetings. In addition to anyone listed above, the Chair of the Committee may also request individuals to attend on an ad-hoc (or regular) basis to provide advice, support, or to otherwise contribute to the Committee's work.

2.1 Governor Observers

The Committee welcomes and encourages governors to attend its meetings. The role of a governor at Board sub-committee meetings is to observe the work of the Committee, in order to get a better understanding of the work of the Trust and the extent which Non-Executive Directors appropriately challenge and support the Executive Directors. At the meeting the governor observer(s) will be required, along with other participants, to declare any potential or actual conflicts of interest they may have in respect of any of the items to be discussed.

2.2 Invitees

An open invite to be extended to the Staff Side Chair or delegated member of the Staff Partnership Forum and Local Negotiating Forum for each meeting and also to the Staff Network Chairs or delegated member.

3 Quoracy

Number: The minimum number of members for a meeting to be quorate is three, two of whom must be Non-Executive Directors. Attendees do not count towards quoracy.

If the Chair is unable to attend a meeting, and if otherwise quorate, the meeting will be chaired by one of the other Non-Executive Directors.

Deputies: Where appropriate members may nominate deputies to represent them at a meeting. Deputies do not count towards the calculation of whether the meeting is quorate unless the deputy is representing the member under formal “acting up” arrangements.

A schedule of deputies, attached at appendix 1a, should be reviewed at least annually to ensure adequate cover exists.

Non-quorate meeting: Non-quorate meetings may go ahead unless the Chair decides not to proceed. Any decisions made by a non-quorate meeting must be reviewed at the next quorate meeting.

4 Meetings of the Committee

Frequency: Quarterly.

Urgent meeting: Any member of the Committee may request an urgent meeting.

Minutes: Minutes and diary arrangements will be managed by the Corporate Governance Team.

Assurance and Escalation Reporting: The Chair of the Committee will provide an update of key issues and assurances arising from the meeting to the next Board of Directors meeting.

Voting: It is at the discretion of the Chair of the meeting to call a vote during a meeting. When voting, decisions at meetings shall be determined by a majority of the votes of the Executive and Non-Executive Directors present and voting. In the case of any equality of votes, the person presiding shall have a second or casting vote.

5 Authority

Establishment: The Committee is a sub-committee of the Board of Directors and has been formally established by the Board.

Powers: Its powers, in addition to the powers vested in the executive members in their own right, are detailed in the Trust’s Scheme of Delegation.

Cessation: The Committee is a standing Board sub-committee in that its responsibilities and purpose are not time-limited. However, the Committee has a responsibility to review its effectiveness annually.

6 Role of the committee

6.1 Purpose of the committee

The Committee's purpose is to provide strategic oversight of significant workforce and equality matters. It will seek assurance on the same, and the extent to which the Trust has effective strategies/systems in place to fully support (among other things) a high performing, engaged and motivated workforce, with a positive, compassionate, inclusive, people-centred and improvement-focused culture free from discrimination, bullying and harassment, to support the delivery of the Trust's wider strategic objectives.

6.2 Guiding principles for members (and attendees) when carrying out the duties of the Committee

In carrying out their duties, members of the Committee and any attendees must take all reasonable steps to ensure they act in accordance with the values of the Trust, which are:

- we care
- we listen
- we deliver.

Duties of the Committee

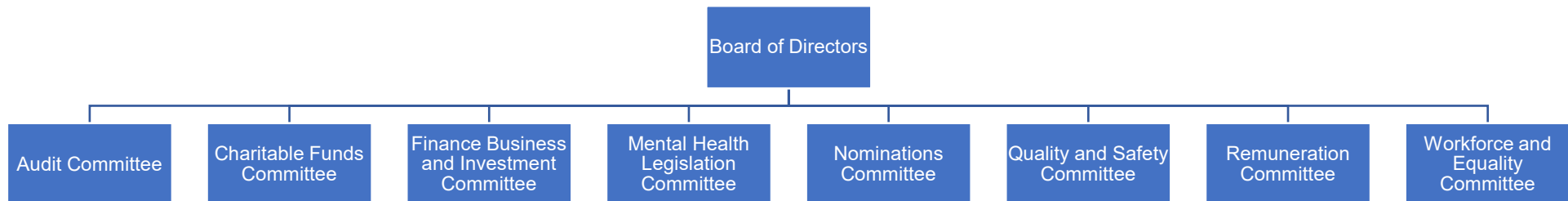
To the extent that what follows is reasonably practicable, the Committee will:

- 1) Seek appropriate and adequate levels of assurance regarding:
 - a. the development, implementation and/or effectiveness of any overall strategic people plan and/or other **strategic plans and projects** at the Trust relating directly to workforce and equality matters. Initially, therefore, the primary focus of the Committee shall be on matters relating to:
 - the Trust's current "People Development Strategy (2021-2024)" and its four themes (Looking after our People, Belonging in the organisation, New ways of working and delivering care, Growing for the future); and
 - the Trust's current set of "Strategic Priorities Programme" relating to the same.
 - b. strategic management and significant risks/issues relating **more generally** to areas such as:
 - overall workforce capacity, capability, and performance;
 - leadership and wider organisational culture (with an emphasis on the development of a positive, compassionate, inclusive, people-centred and improvement-focused **leadership culture**, free from discrimination, bullying and harassment, which can engage and inspire all people across the workforce);
 - equality, diversity and inclusion;
 - the "Freedom to Speak Up" programme and "whistleblowing";
 - staff engagement and experience;

- staff wellbeing and safety (both physically and mentally);
 - staff absence;
 - organisational design, roles, and ways of working;
 - recruitment and retention;
 - leadership, talent and management development;
 - career and professional development, training and education;
 - individual performance/capability/conduct issues; or could broaden to effectiveness of key employment policies and practices
 - any relevant matters arising from increased system / partnership working; and
 - any other strategic workforce and equality matter considered to be sufficiently relevant to the work of the Committee.
- c. strategic management and significant risks/issues relating **more specifically** to the “protected characteristics” and the “public sector equality duty” set out in the Equality Act 2010, other relevant **legislation** (including the Employment Rights Act 1996) and/or **best practice**, including the prevention/management of:
- discrimination in its various forms;
 - harassment, victimisation, and other unlawful detriment (including in relation to whistleblowers); and
 - bullying, violence, abuse, and other serious misconduct.
- 2) Receive (whether in relation to paragraph 1 or otherwise) and seek appropriate and adequate levels of assurance regarding any statutory, mandatory or otherwise **relevant reports** relating to strategic workforce and equality matters, including:
- a. the NHS Staff Survey;
 - b. the Equality, Diversity and Inclusion Annual Report,
 - c. the Freedom to Speak Up Report; and
 - d. other necessary or relevant reports, such as those relating to:
 - the gender pay gap;
 - the workforce race equality standard; and
 - the workforce disability equality standard; and
 - the patient & carer race equality framework.
- 3) Seek (whether in relation to paragraphs 1 or 2 or otherwise) appropriate and adequate levels of assurance regarding any necessary or otherwise desirable **alignment** between the Trust’s strategic approach to workforce and equality matters and:
- a. the Trust’s wider organisational strategy (i.e. “Better Lives, Together”, incorporating within it, as it does, “Best Place to Work”) and relevant key areas of focus (including the Board Assurance Framework);
 - b. relevant national strategic workforce and equality guidance and best practice, etc, from the NHS (including any overall NHS people plan) and/or other relevant organisations;

- c. relevant requirements, opportunities and/or significant risks/issues relating to the Trust's participation in the local/regional healthcare system (e.g. the West Yorkshire and Harrogate Health and Care Partnership) and the Trust's wider partnering arrangements.
- 4) Endeavour to be **forward-looking** as well as backward-looking in the course of its work, and, when doing so, to consider longer-term opportunities and risks.
- 5) Use data and intelligence informedly to identify patterns, themes and areas of particular, priority focus for the committee through triangulation and receipt of qualitative as well as quantitative analysis.
- 6) Connect appropriately with **other committees** of the Trust Board, where strategic workforce and equality matters overlap with their respective remits.
- 7) Provide adequate updates to the **Trust Board**, of both material risks/issues and material assurances, relating to strategic workforce and equality matters at the Trust.
- 8) To consider opportunities, challenges and requirements of our local place and regional health care systems and partnerships.
- 9) Supporting the Trust's continuous improvement journey, both internal and external learning will be considered by the Committee. This will be within the remit as set out in the terms of reference and supporting work plan for the Committee who will be acting as an agent of the Board of Directors.

7 Relationships with the Board of Directors



The Committee does not have any sub-committees. It is linked to the Trust's operational groups as an assurance receiver and provides a route of escalation to the Board of Directors.

8 Duties of the Chair

The Chair of the Committee shall be responsible for:

- agreeing the agenda in partnership with the Director of Human Resources and Organisational Development
- directing the meeting, ensuring as far as possible that it operates in accordance with the Trust's values and that all attendees have a reasonable opportunity to contribute to the discussion
- giving appropriate direction to the secretariat and checking the draft minutes
- ensuring that the agenda is appropriately balanced and relevant, and that discussion is productive
- ensuring that sufficient information is presented to the Board in respect of the work of the Committee.

9 Reviews of the terms of reference and effectiveness

The terms of reference shall be reviewed by the Committee at least annually and be presented to the Board of Directors for ratification.

It will be the responsibility of the Chair of the Committee to ensure that the Committee carries out an assessment of its effectiveness annually, and to ensure the outcome is reported to the Board, along with any remedial action to address weaknesses. The Chair will also be responsible for ensuring that the actions to address any areas of weakness are completed.

10 Schedule of deputies

It may not be necessary or appropriate for all members (or attendees) to have a deputy attend in their absence. If this is the case, please state below "no deputy required".

Full member (by job title)	Deputy (by job title)
Non-executive Director Chair	Another Non-executive Director
Non-executive Director	Another Non-executive Director
Non-executive Director	Another Non-executive Director
Chief People Officer	Deputy Director of Human Resources and Organisational Development
Director of Finance and Deputy Chief Executive	Deputy Director of Finance
Chief Operating Officer	Deputy Director of Operations
Medical Director	Associate Medical Director
Director of Nursing, Professions, and Compliance	Deputy Director of Nursing

Attendee (by job title)	Deputy (by job title)
Deputy Director of Human Resources and Organisational Development	Head of Workforce Development Head of Workforce Performance Head of Workforce Planning
Heads of Equality, Diversity and Inclusion	Head of Workforce Development Head of Workforce Performance Head of Workforce Planning
Freedom to Speak Up Guardian	Deputy Freedom to Speak Up Guardian
Trust Board Secretary	Corporate Governance Manager
Staff Side Chair	Delegated member of the Staff Partnership Forum or Local Negotiating Forum
Staff Network Chairs	Delegated member as agreed by the Network Chair