

**People Academy  
Terms of Reference**

<b>Purpose</b>	To seek assurance, learn and drive improvement in relation to the people management arrangements within the Trust.
<b>Responsible to</b>	Board of Directors
<b>Delegated authority</b>	<p>The Academy is authorised to investigate any activity within its terms of reference. It is further authorised to seek any information it requires from any employee of the Trust and invite them to attend the Academy to contribute to a discussion or to enable the ‘lived experience’ to be captured as part of the debate.</p> <p>The Academy may make a request to the executive management team for legal or independent professional advice. The Academy may request the attendance of external advisers with relevant experience and expertise if it considers this necessary to either contribute to an agenda item or to run development sessions for its members.</p>
<b>Duties</b>	<p><b>Assurance:</b></p> <ul style="list-style-type: none"> <li>• People Dashboard and metrics to include safe staffing</li> <li>• Review, challenge and assess the identification and management of risks within the Academy’s remit on the High Level Risk Register and the BAF, to provide assurance to the Board that all relevant risks are appropriately recognised and recorded, and that all appropriate actions are being taken within appropriate timescales where risks are not appropriately controlled.</li> <li>• Delivery of the NHS People Plan</li> <li>• Ensuring compliance with relevant legislation and regulations relating to People.</li> <li>• Ensuring delivery of action plans to include but not restricted to the NHS Staff Survey, WRES and WDES action plans</li> <li>• CQC standards relating to People</li> <li>• Make recommendations to the Audit Committee concerning the annual programme of Internal Audit work and work with the</li> </ul>

	<p>Audit Committee to ensure effective scrutiny of the risks and systems of internal control related to people matters.</p> <ul style="list-style-type: none"> <li>• Consideration of relevant internal audit reports.</li> <li>• In reviewing the assurances received, the Academy will take into consideration the quality of data presented and any associated issues.</li> </ul> <p><b>Learning:</b></p> <p>To develop good practice and recommend the consideration of innovative approaches to people practices within the Trust</p> <ul style="list-style-type: none"> <li>• To learn from other Organisations who are considered the ‘best’ employers in the Trust’s ambition to become an outstanding Organisation</li> <li>• To learn from Employment Relations/Employment Tribunal cases to inform policy/practice change</li> <li>• System/partnership working including the Bradford District &amp; Craven Partnership People Committee</li> <li>• To hear and learn from real stories from staff and patients</li> </ul> <p><b>Improvement:</b></p> <ul style="list-style-type: none"> <li>• Employee Voice - Speak up, Listen up, Follow up. To learn and improve from staff engagement activities, including Freedom to Speak Up, National Education and Training Survey, Guardian of Safe Working Hours, GMC Doctors in Training Survey and staff Surveys etc.</li> <li>• To improve people practices</li> <li>• To oversee the development and implementation of action plans following the NHS Staff Survey results to drive improvement</li> <li>• To ensure the development of a just and compassionate culture within the Trust</li> <li>• To improve leadership capacity and talent management</li> </ul>
<p><b>Sub-Groups</b></p>	<ul style="list-style-type: none"> <li>• Workforce of the Future</li> </ul>

	<p>Whilst not reporting to the Academy, the Academy will be mindful of the work of the Equality and Diversity Council (EDC) as it affects people management and practices.</p> <p>A workforce sub-group / reference group will be tasked to lead pieces of work or undertake research, as necessary, which will feed into the People Academy.</p>
<b>Chairing arrangements</b>	The Academy will be chaired by a Non-Executive Director.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Up to three Non-Executive Directors (including the Chair)</li> <li>• Chief People and Purpose Officer</li> <li>• Chief Medical Officer</li> <li>• Chief Nurse</li> </ul> <p>Members are normally expected to attend at least 70% of meetings (7) during the year. Deputies may attend on behalf of members subject to the agreement of the Chair.</p>
<b>In attendance</b>	<ul style="list-style-type: none"> <li>• Director of HR</li> <li>• Associate Director of Corporate Governance/Board Secretary</li> <li>• Head of Corporate Governance</li> <li>• Member of Pharmacy leadership team</li> <li>• Member of Digital leadership team</li> <li>• Head of OD</li> <li>• Assistant Directors of HR</li> <li>• Head of Equality, Diversity and Inclusion</li> <li>• Member of COO leadership team</li> <li>• Deputy Chief Nurse</li> <li>• Associate Chief Nurse Quality and Workforce</li> <li>• Directors of Nursing (Operations) and Director of Midwifery (at least one to attend each meeting)</li> <li>• Head of Education</li> <li>• Partnership Lead</li> <li>• Chair – RESIN Staff Network</li> <li>• Chair – Enable Staff Network</li> <li>• Chair – LGBT Staff Network</li> <li>• Lead AHP</li> <li>• The Academy may invite other guests as appropriate</li> </ul>

	<ul style="list-style-type: none"> <li>Any Board member that wishes to attend</li> </ul>
<b>Secretary</b>	Secretarial support will be provided by the Executive Assistant to the Chief People and Purpose Officer.
<b>Quorum</b>	A minimum of three members, including at least two NEDs and at least one Executive Director.
<b>Frequency of meetings</b>	<p>Monthly (except August and December)</p> <p>At the request of the Chair, the Committee may hold meetings by telephone, video link or by email exchange. Normal rules relating to quoracy will apply to such meetings. These meetings will be deemed as standard meetings of the Committee.</p>
<b>Circulation of papers</b>	Papers will be distributed a minimum of four clear working days in advance of the meeting.
<b>Reporting</b>	The Chair of the Academy is responsible for reporting to the Trust Board on those matters covered by these terms of reference through a regular written report. The minutes of the Academy shall also be submitted to the Trust Board for information and assurance. The Chair of the Academy shall draw to the attention of the Trust Board any issues that require disclosure, or may require executive action. The Academy will present a written annual report to the Trust Board summarising the work carried out during the financial year and outlining its work plan for the future year.
<b>Date agreed by the Academy:</b>	9 August 2024
<b>Date approved by the Trust Board:</b>	25 September 2024
<b>Review date:</b>	September 2025