

TERMS OF REFERENCE

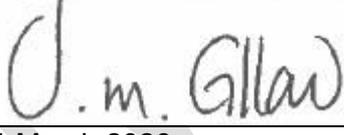
for the

University Hospitals Dorset NHS Foundation
Trust

People and Culture Committee

DOCUMENT DETAILS

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Signed:	
Date:	02/03/2026
Version No: (Author Allocated)	1
Next Review Date:	08/03/2027

Approving Body/Committee:	Board of Directors
Chair:	Judy Gillow
Signed:	
Date Approved:	11 March 2026
Target Audience:	Board of Directors

Document History					
Date of Issue	Version No:	Next Review Date:	Date Approved:	Person responsible for Change	Nature of Change
March 2026	1	March 2027	11 March 2026	Chief People Officer	New Terms of Reference Template

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COMMITTEE NAME:	People and Culture Committee
PURPOSE (1.2):	<p>The purpose of the Committee is twofold, firstly the provision of assurance for all national workforce actions and secondly to ensure the Trust has a workforce strategy in place to support the Trust strategy in the provision of excellent healthcare and a great place to work. The people strategy supports the recruitment and retention of sufficient people with the necessary knowledge, skills, and experience, working to the values of the organisation to deliver both the Trust strategy and immediate clinical and other operational objectives.</p> <p>Particular attention is given to :</p> <ul style="list-style-type: none"> • A clear understanding of the strategic workforce needs and plans which need to be in place to deliver these. • A comprehensive long-term people plan with supporting specialist strategies and an ability to regularly review the positive impact on our people services • Assurance for the Trust Board that all legislative, regulatory and mandatory requirements relating to the workforce are met. • That workforce risks are understood by the Board and that appropriate mitigating actions have been identified and are being implemented. <p>To achieve this, the Committee shall:</p> <ul style="list-style-type: none"> • Support the development and monitoring of a workforce strategy and long-term people plan, particularly our progress against our vision metrics (Increasing staff engagement; A sustainable organisation, developing and retaining the best people; and Being a Fair and Equitable Employer). • Champion workforce issues through the inclusion and promotion of the non-Executive independent roles such as the Freedom to Speak up Champion and Wellbeing Guardian ensuring adequate oversight of all workforce areas by the Board. • The Committee will discharge this function on behalf of the Board of Directors by: • Monitoring key workforce metrics to ensure that the expected standards are being delivered particularly against our key people indicators. • Receiving reports to not only provide assurance around compliance with legislation and regulations but to demonstrate our commitment and progress as a leading employer in the community.

	<ul style="list-style-type: none"> • Considering and challenging workforce plans and improvement plans on behalf of the Board to continue to improve our people practises across an increasingly diverse and professional workforce.
RESPONSIBILITIES (2.1):	<p>Oversee progress on the development and delivery of workforce, organisational development and cultural change strategies, taking into account relevant best practice and ensuring alignment with the Trust's strategic priorities and objectives.</p> <p>Review and provide assurance on those elements of the Board Assurance Framework, the people risks identified as the responsibility of the Committee, seeking where necessary further action/assurance. The detail of this review will be upwardly reported to the Board to provide oversight.</p> <p>Oversight of the delivery of the people plan and associated policy management.</p> <p>Maintaining oversight of the business of the People and Culture Group and associated sub-structure of working groups. Escalation reports will come to the People and Culture Committee summarising the themes and providing assurance on operational decisions affecting workforce performance, organisational change and the implementation of initiatives.</p> <p>Oversight of the development and delivery of the Long-Term People Plan, the people aspects of the Trust and their contribution to the Trust strategy.</p> <p>Monitor effectiveness of compliance with local and National staff surveys and the implementation of action plans to deliver against identified areas of concern.</p> <p>Receipt and review of the Workforce Report prior to submission to Trust Board as part of the Integrated Performance Report. This includes a review of the Trust's workforce performance indicators which reference the Breakthrough objective and watch metrics to provide assurance that mitigating actions are in place where appropriate.</p> <p>Oversee the implementation of Internal Audit recommendations as directed by the Audit Committee.</p> <p>To receive and review quarterly and annual reports of the Guardian of Safe Working on the Board's behalf with a particular focus on the indications of a healthy speak up culture and the encouragement of sharing learnings.</p> <p>Maintaining oversight of the Trust's employment related equality, diversity and inclusion agenda, including assurance of Gender Pay Gap, Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) annual reports. Champion the Trust's position as an equitable employer encouraging and maintaining progress against both our strategic commitment and public sector duties</p>

To provide oversight of the management and delivery of education and training within the Trust.

MEMBERS (3.1):	Membership of the Committee comprises: <ul style="list-style-type: none"> • Three Non-Executive Directors • Chief Nursing Officer • Chief Operating Officer • Chief People Officer 		STANDING ATTENDEES (3.2):	Standing attendees: <ul style="list-style-type: none"> • Chief Executive Officer • Deputy Chief People Officer • Chief Medical Officer • Associate Director Communications • Associate Director HR Operations • Director Organisational development (including Patient First) • Associate Director Education • Guardian of Safe Working Hours • Freedom to Speak Up Guardian • Director of Corporate Governance
CHAIR (3.3):	Non-Executive Director	DEPUTY CHAIR (3.3):	Non-Executive Director Deputy Chair	SECRETARY (5.5): <p>The Director of Corporate Governance or their nominee. An Executive Assistant/ Business Manager will be responsible for preparing minutes and</p>

				updating action log.
MEETING TIMING (FREQUENCY AND DURATION) (5.1):	The Committee will meet six times, every two months in a twelve month period, complementing the Finance and Performance Committee schedule commencing in January 2026. Additional meetings can be requested where necessary.	QUORUM (5.2)	The Committee will be quorum when: <ul style="list-style-type: none"> at least half the members are present including at least two Non-Executive Director members or nominated deputy 	
ACCOUNTABLE TO: (the Accountable Group) (6)	The Chair of the Committee will draw to the attention of the Board any issues that require disclosure or escalation to the full Board through use of the Board Escalation Report template. The Committee will also raise any significant concerns in relation to the business undertaken directly with the Board in a timely manner. The Committee will report annually on the performance of its duties as reflected within its Terms of Reference.	REPORTING GROUPS (6.5):	People and Culture Group People Ready project in support of the Transforming Care Programme	

UNIVERSITY HOSPITALS DORSET NHS FOUNDATION TRUST

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1. PURPOSE

- 1.1 The Trust's vision is to positively transform its health and care services as part of the Dorset Integrated Care System. Its mission is to provide excellent healthcare for its patients and wider community and be a great place to work now and for future generations.
- 1.2 The purpose of the Committee and how it will achieve its purpose is as set out above.
- 1.3 The Committee has no executive powers other than those specifically delegated in these terms of reference.

2. RESPONSIBILITIES

- 2.1 The responsibilities of the Committee are set out above.

3. MEMBERSHIP/ ATTENDANCE

- 3.1 Membership of the Committee is set out above.
- 3.2 Standing attendees are set out above. In addition, other individuals may be invited to attend with agreement of the Chair (or in their absence the Deputy Chair).
- 3.3 The Committee will be chaired by the role holder above. A Deputy Chair may be nominated. In the absence of the Chair and/or an appointed Deputy Chair, the remaining members will elect another member to present to chair the meeting (which, in the case of a Board Committee will be a Non-Executive Director).
- 3.4 Subject to paragraph 3.2 above, only members of the Committee have the right to attend meetings. If a standing member is unable to attend, they may exceptionally send a deputy to the meeting. (In the case of a Board Committee, a deputy will not have voting rights at the meeting). The Chair or other person chairing the meeting may ask any or all of those who attend, but who are not members, to withdraw to facilitate open and frank discussion of particular matters.
- 3.5 Committee members should aim to attend all scheduled meetings but in any event are expected to attend a minimum of three quarters of all meetings. For the purposes of calculating attendance, a deputy attending on behalf of a member will not count towards the members' attendance. A record of members' attendance will be maintained.

4. AUTHORITY

- 4.1 The Committee is authorised to approve its governance cycle.

- 4.2 The Committee is authorised by the Board to investigate/review any activity within the Terms of Reference.
- 4.3 The Committee is authorised by the Board to obtain any external advice it requires to discharge its duties and to request the attendance of individuals and authorities from outside the Trust with relevant experience and expertise if it considers this necessary for or expedient to the exercise of its functions.
- 4.4 The Committee is authorised to obtain such internal information as is necessary and expedient to the fulfilment of its functions.

5. CONDUCT OF BUSINESS

- 5.1 The Committee will normally meet at the frequency set out above and at such other times as the Chair will require.
- 5.2 Meetings of the Committee will be quorate if there are at least the members present set out above for a quorum.
- 5.3 If a meeting of the Committee is inquorate, then the meeting can progress if those present determine. However, no business will be transacted.
- 5.4 Meetings of the Committee will be called by the Secretary at the request of the Chair. The Secretary of the Committee will be as stated above.
- 5.5 The Secretary (or their nominee) is responsible for preparing the agenda for agreement by the Committee Chair. The Secretary (or their nominee) will collate and circulate papers to Committee members. Unless otherwise agreed by the Committee Chair, papers should be provided not less than seven working days before the meeting and the agenda and papers should be circulated not less than five working days before the meeting.
- 5.6 Under exceptional circumstances, in the case of emergency or urgency, items of business may be conducted outside of formal meetings. This should normally be agreed by the Committee in advance and carried out either by: Chair's action, calling an extraordinary meeting or reaching consensus on a decision by e-mail. Any decisions made in this manner must be formally ratified by the Committee at the next meeting.
- 5.7 Committee business may be transacted through virtual media (including, but not limited to video conferencing). At the start of each meeting taking place without all parties physically present, the Chair will be responsible for determining that the meeting is quorate.
- 5.8 Proceedings and decisions made will be recorded in the form of minutes or notes (as specified above), which will be submitted to the next meeting of the Committee for approval.

- 5.9 Members will be expected to conduct business in line with the Trust's values and objectives.

6. RELATIONSHIPS AND REPORTING

- 6.1 The Committee will be accountable to the group set out above (the Accountable Group), to whom it will make recommendations in relation to issues that require decision or resolution.
- 6.2 The Committee will present a report summarising the proceedings of each of its meetings at the next meeting of the Accountable Group. For the avoidance of doubt, where practicable, this will be a written report, with a verbal update being provided as necessary.
- 6.4 The Committee may refer to the other groups specified above any matters requiring review or decision in such forum(s).
- 6.5 The Committee will receive reports from the Reporting Groups set out above.

7. MONITORING

- 7.1 Attendance will be monitored at each Committee meeting. A matrix (see example at Appendix A) of membership attendees will be used for monitoring purposes.
- 7.2 This paragraph 7.2 applies to Board Committees. The Trust's Annual Report will include attendance of members, frequency of meetings and whether meetings were quorate.
- 7.3 On an annual basis, the Committee will provide a self-assessment report to the Accountable Group detailing how the Committee has discharged its obligations as set out within its terms of reference, specifically incorporating an assessment of its effectiveness and making recommendations for improvement, where appropriate.

8. REVIEW

- 8.1 These Terms of Reference will be reviewed annually or sooner if appropriate.
- 8.2 The position of the Chair of the Committee will be reviewed at least every three years.

APPENDIX A

ATTENDANCE AT COMMITTEE MEETINGS

NAME OF COMMITTEE/ [Amend as appropriate:]	[Insert name of Committee]											
Present (include names of members present at the meeting)	Meeting Dates											
								F				
In Attendance												
Was the meeting quorate? Y / N (Please refer to Terms of Reference)												