

TERMS OF REFERENCE

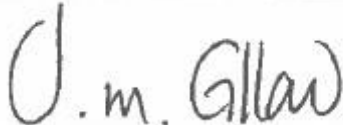
for the

**University Hospitals Dorset NHS Foundation
Trust**

People and Culture Committee

DOCUMENT DETAILS

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Approving Body/Committee:	Board of Directors
Chair:	Judy Gillow
Signed:	
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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
September 2026	2	September 2027		Director of Corporate Governance	- Full review and update of the Committee's purpose and responsibilities. - Updated standing attendees, secretariat arrangements

					and quorum requirements. • Strengthened emphasis on strategic workforce oversight, organisational culture, risk management and Board assurance
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TERMS OF REFERENCE

COMMITTEE NAME:	People and Culture Committee
PURPOSE (1.2):	The Trust's vision is to positively transform 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 to be a great place to work, now and for future generations. The purpose of the People and Culture Committee is to act on behalf of the Board as the steward of workforce sustainability, organisational development and culture. The Committee provides strategic leadership, oversight, assurance and constructive challenge to ensure the Trust has the people, capability, leadership and culture required to deliver its strategic objectives, provide outstanding patient care and remain a great place to work. The Committee will support the Board by: • Championing a sustainable, skilled and engaged workforce that is equipped to meet the current and future needs of the Trust and the populations it serves. • Acting as the Board's primary forum for oversight of organisational culture, ensuring that the Trust's values are embedded and that a culture of compassion, inclusion, learning, continuous improvement and speaking up is actively fostered. • Overseeing the delivery of the People Strategy, Long Term Workforce Plan and associated workforce priorities, ensuring alignment with the Trust Strategy and wider NHS priorities. • Seeking assurance that the Trust has the workforce capacity, capability, leadership and succession arrangements necessary to deliver safe, effective and sustainable services. • Monitoring workforce performance, staff experience and organisational health, including recruitment, retention, wellbeing, engagement, equality, diversity and inclusion, attendance and organisational effectiveness. • Promoting the development of inclusive leadership, talent management and organisational development to strengthen capability and support workforce transformation. • Obtaining assurance that workforce risks, statutory requirements and governance arrangements are identified, managed and mitigated effectively. • Providing strategic scrutiny, insight and constructive challenge on significant workforce, people and organisational

	development matters, supporting continuous improvement in both staff and patient outcomes. • Seek assurance that effective health and safety arrangements are in place to protect staff and visitors to the Trust's premises and that these are in line with statutory and regulatory requirements.
RESPONSIBILITIES (2.1):	People Strategy, Culture and Workforce Planning The Committee will: • Oversee delivery of the People Strategy, Long-Term Workforce Plan and associated workforce priorities, ensuring alignment with the Trust Strategy and emerging system priorities. • Act as the Board's principal forum for strategic oversight of workforce sustainability, organisational culture and people transformation. • Review the long-term workforce implications of strategic and operational decisions, including workforce supply, productivity, skills, succession and changing service models. • Monitor progress against strategic workforce objectives and key people indicators, challenging performance where required. • Provide oversight and constructive challenge regarding organisational development, cultural transformation and leadership development programmes. • Seek assurance that workforce planning supports safe, effective and sustainable services, both now and in the future. • Review and challenge workforce plans, major change programmes and improvement initiatives on behalf of the Board. Workforce Performance, Culture and Organisational Health The Committee will: • Monitor workforce performance, organisational culture and employee experience. • Review workforce metrics, staff survey findings and other intelligence relating to organisational health, ensuring appropriate improvement actions are implemented and evaluated. • Consider trends in workforce capacity, productivity, retention, attendance, recruitment and turnover, seeking assurance that risks and opportunities are addressed. • Seek assurance regarding the effectiveness and impact of organisational development and workforce improvement programmes. • Monitor indicators of cultural health, psychological safety, leadership effectiveness and staff engagement. • Promote a culture of learning, continuous improvement and innovation that supports both staff wellbeing and improved patient outcomes. Equality, Diversity and Inclusion The Committee will: • Oversee implementation of the Equality, Diversity and Inclusion Strategy.

- Receive assurance regarding compliance with statutory equality duties and workforce equality standards.
- Review and monitor annual Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES) and Gender Pay Gap reports.
- Seek assurance that inequalities in workforce experience, career progression and disciplinary outcomes are identified and addressed.
- Champion the Trust's ambition to be a fair, inclusive and equitable employer.
- Monitor progress in creating a culture of belonging and inclusion across all staff groups.

Staff Experience, Wellbeing and Speaking Up

The Committee will:

- Champion a culture where colleagues feel safe, supported and empowered to raise concerns, contribute ideas and influence change.
- Receive assurance regarding Freedom to Speak Up arrangements, organisational culture and psychological safety.
- Review reports from the Freedom to Speak Up Guardian, Guardian of Safe Working Hours and other relevant staff advocates.
- Monitor arrangements supporting staff wellbeing, engagement, inclusion and retention.
- Seek assurance that effective mechanisms exist for listening to staff, acting on feedback and demonstrating improvement.
- Review evidence of the Trust's progress in becoming a consistently positive place to work and an employer of choice.

Education, Training and Workforce Development

The Committee will:

- Oversee arrangements for workforce education, training, leadership development and professional development.
- Monitor compliance with mandatory, statutory and professional training requirements.
- Review the effectiveness of talent management, succession planning and leadership development arrangements.
- Seek assurance that workforce development plans support the delivery of safe, high-quality patient care and future workforce requirements.
- Promote the development of inclusive, compassionate and capable leaders at all levels of the organisation.
- Review arrangements to support new roles, workforce redesign and the development of future workforce capabilities.

Risk Management and Governance

The Committee will:

- Review workforce risks and the relevant elements of the Board Assurance Framework.
- Provide strategic oversight of principal workforce and cultural risks affecting delivery of the Trust Strategy.
- Seek assurance that workforce risks are identified, managed and mitigated in line with the Trust's risk management framework.

- Review emerging workforce risks, opportunities and external trends that may have strategic implications for the Trust.
- Receive a regular report from the Chief People Officer with an overview of matters escalated from workforce related operational groups and matters arising from system work.

Compliance and Statutory Requirements

The Committee will:

- Receive assurance regarding compliance with workforce-related legislation, regulatory requirements and NHS standards.
- Monitor delivery against relevant NHS England workforce standards and reporting requirements.
- Review annual reports relating to consultant revalidation and other workforce assurance requirements delegated by the Board.
- Receive assurance regarding safe staffing arrangements and workforce governance matters within the Committee's remit.
- Seek assurance that appropriate arrangements are in place to support professional standards, workforce governance and regulatory compliance.

Leadership, Talent and Succession

The Committee will:

- Oversee arrangements for identifying, developing and retaining talent.
- Review succession planning for key leadership and hard-to-recruit roles.
- Monitor leadership capability and organisational readiness to meet future challenges.
- Seek assurance that leadership development supports the Trust's values, culture and strategic ambitions.

Health, Safety and Wellbeing

The Committee will:

- Seek assurance that effective governance arrangements are in place to discharge the Trust's statutory and regulatory health and safety duties in relation to its workforce and visitors to the Trust's premises.
- Review health and safety performance, significant workforce-related risks, incidents and trends, and seek assurance that appropriate improvement actions are implemented and evaluated.
- Seek assurance that staff receive appropriate health and safety information, instruction and training, and that arrangements support a safe and healthy working environment.
- Escalate to the Board any material health and safety concerns within the Committee's remit where further assurance or action is required

MEMBERS (3.1):	Membership of the Committee comprises: • Three Non-Executive Directors • Chief Nursing Officer • Chief Operating Officer • Chief People Officer		STANDING ATTENDEES (3.2):	Standing attendees: • Deputy Chief People Officer • Chief Medical Officer • Director of Corporate Governance (or their nominee.) Other members of the senior leadership team may be invited to attend all or part of meetings as required.	
CHAIR (3.3):	Non-Executive Director	DEPUTY CHAIR (3.3):	Non-Executive Director Deputy Chair	SECRETARY (5.5):	The Director of Corporate Governance or their nominee.
MEETING TIMING (FREQUENCY AND DURATION) (5.1):	The Committee will meet six times per year. Additional meetings can be requested where necessary.		QUORUM (5.2)	Meetings will be quorate if at least three members are present: • two Non-Executive Directors • one Executive Director	
ACCOUNTABLE TO: (the Accountable Group) (6)	The Committee is accountable to the Board of Directors.		REPORTING GROUPS (6.5):	• Trust Management Group	

UNIVERSITY HOSPITALS DORSET NHS FOUNDATION TRUST

TERMS OF REFERENCE

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 [Amend as appropriate: COMMITTEE/	[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)												