

# Lancashire and South Cumbria Integrated Care Board

## People Committee Terms of Reference

### 1. CONSTITUTION

- 1.1. The People Committee is established by the Integrated Care Board (ICB) as a formal committee of the Board in accordance with its Constitution (hereafter referred to as the People Committee).
- 1.2. These Terms of Reference (ToR), which must be published on the ICB website, set out the membership, the remit, responsibilities and reporting arrangements of the People Committee and may only be changed with the approval of the ICB.
- 1.3. The People Committee is a non-executive chaired committee of the ICB, and its members are bound by the Standing Orders and other policies of the ICB.

### 2. PURPOSE OF THE PEOPLE COMMITTEE

- 2.1 The purpose of the People Committee is to receive assurance on the achievement of our strategic aims through valuing and developing our People. These strategic aims relate to transforming health and care in order to improve population health outcomes, tackle inequalities, enhance productivity and value-for money and support wider social and economic development. The People Committee provides a strategic oversight and direction of workforce matters across the Integrated Care System in line with the above aims and our mandated obligations. The People committee will also provide the ICB with assurance that it is delivering the functions and undertaking its responsibilities to fulfil its public sector workforce duties including those related to equality, diversity and inclusion.
- 2.2 The Integrated Care System includes NHS, social care, local authorities and VCFSE organisations and wider collaborations will be sought as appropriate with the private and education sectors. A guiding principle of the People Committee is to harness the benefits of collaboration and partnership working.
- 2.3 The People Committee will agree system implementation of people priorities including delivery of the People Plan and People Promise by aligning partners across the Integrated Care System to develop and support 'one workforce', where it makes sense and is safe to do so.
- 2.4 The People Committee will provide regular assurance and risk updates to the ICB Board in relation to activities and items within its remit.

### **3 RESPONSIBILITIES OF THE PEOPLE COMMITTEE**

**3.1** The responsibilities of the People Committee will be to ensure that the ten people functions are delivered and that the ICB and system partners are meeting the strategic workforce priorities in the NHS, as set out in the People Plan. These include improving people's experience of working within the NHS, enabling them to provide the best possible care and health outcomes for patients and citizens; transforming and growing the workforce to make use of the skills of staff and meet changing health needs; and developing a compassionate and inclusive culture that drives positive change for staff. It is expected that the People Committee will ensure that strategies and delivery plans are in place to achieve the 10 mandated People Functions:

- Support the health and wellbeing of staff across the Integrated Care System.
- Grow the workforce for the future and enable adequate workforce supply, ensuring that the 'one workforce' across the Integrated Care System is representative of the local communities served.
- Support inclusion and belonging for all, and create a great experience for staff across the Integrated Care System, addressing issues of inequality and inequity.
- Value and support leadership at all levels and lifelong learning, ensuring that leaders at every level live the behaviours and values set out in the People Promise.
- Lead workforce transformation and new ways of working.
- Educate, train and develop our people and manage our talent.
- Drive and support broader social and economic development, leveraging roles as anchor institutions and networks, and supporting all ICS partners to address the wider determinants of health and inequalities.
- Transform our people services and support the people profession.
- Lead on coordinated workforce planning using analysis and intelligence, aligning this to the needs to our current and future population, and our service and workforce needs.
- Support system design and development, using organisational and cultural development principles to support the establishment and evolution of the ICB and the Integrated Care Partnership.
- Ensure delivery of the Lancashire and South Cumbria People Plan.
- Receive and recommend the People strategy

**3.2** The People Committee will:

- Review and monitor those risks on the BAF and Corporate Risk Register which relate to people and identify operational risks which could impact on care.
- Receive updates from Freedom to Speak Up; including themes and trends and shared learning
- Ensure the ICB is kept informed of significant risks and mitigation plans, in a timely manner.

- Ensure oversight, and implementation, of national policy developments relating to the health and care workforce.
- Have oversight of, and approve the Terms of Reference and work programmes for, any groups reporting into the People Committee.

**3.3** The People Committee must be assured that:

- There are robust processes in place for the effective delivery of high quality people plans that support the ICB's One Workforce Vision.
- There are robust processes in place to ensure effective collaborative working across partners.
- A culture which considers Equality, Diversity and Inclusion (EDI) is embedded and actively promoted, and that consideration of EDI is demonstrably present across the ICB and its partners in order to assure the committee that the ICB meets the public sector equality duty.

## **4 DELEGATED AUTHORITY**

**4.1** The People Committee is a formal committee of the ICB. The ICB has delegated authority to the People Committee as set out in the Scheme of Reservation and Delegation and may be amended from time to time.

**4.2** The People Committee holds only those powers as delegated in these Terms of Reference as determined by the ICB.

**4.3** The People Committee may create sub-groups in order to take forward specific programmes of work as considered necessary by the People Committee's members but may not delegate any decisions to such groups unless approved by the ICB.

## **5 MEMBERSHIP AND ATTENDANCE**

**5.1** The People Committee members shall be appointed by the ICB in accordance with the ICB Constitution.

**5.2** The ICB will appoint no fewer than four members including two who are Non-Executive Members of the ICB. Other attendees need not be members of the Board, but they may be.

**5.3** When determining the membership of the People Committee, active consideration will be made to equality, diversity and inclusion.

**5.4** The Chair may ask any or all of those who normally attend, but who are not members, to withdraw to facilitate open and frank discussion of particular matters.

### **5.5 Chair and vice chair**

**5.5.1** The People Committee shall satisfy itself that the ICB's policy, systems and processes for the management of conflicts, (including gifts and hospitality and bribery) are effective including receiving reports relating to non-compliance with the ICB policy and procedures relating to conflicts of interest.

5.5.2 If a Chair has a conflict of interest, then the co-chair or, if necessary, another member will be responsible for deciding the appropriate course of action.

## **5.6 Members**

Non Executive Member (Chair)  
Non Executive Member (Deputy Chair)  
ICB Chief People Officer  
ICB Chief Nursing Officer  
ICB Chief Medical Officer  
ICB Chief Allied Health Professional  
ICB Director of Culture and Inclusion – Well Being and Inclusion Group  
ICB Director of OD and Education –Chair of Training and Education Subgroup  
ICB Director of People and Place – Chair of Workforce Transformation Group  
ICB Chief of Health and Care Integration (representing Place)  
Provider Collaborative Workforce/People Director - PCB SRO Workforce  
VCFSE Representative  
Primary Care workforce lead  
NHSE representative for Workforce, Training and Education  
Local authority representative  
Staff Side representative  
Provider Non-Executive Director  
NWS representative

From 2024/5 there will be 4 sub groups of the ICB People Committee which will focus on:

- Well Being and Inclusion
- Strategic Training and Education Collaborative
- OD, Culture and Talent Collaborative
- Workforce Transformation

Each sub group will be chaired by a relevant specialist lead for these areas of work and will be a member of the ICB People Committee. All groups will have their own terms of references and will develop annual work plans aligned to the 10 mandated ICB People Functions and supporting the ICB One Workforce vision.

Part 2 meetings may take place where due to a confidential nature the item requires restricted membership. Where such a meeting is called, only members may attend the meeting and no named deputies will be permitted.

## **6 MEETING QUORACY AND DECISIONS**

**6.1** The People Committee shall meet on a quarterly basis. Additional meetings may be convened on an exceptional basis at the discretion of the Chair of the People Committee.

## **6.2 Quoracy**

- 6.2.1 There will be a minimum of one Non-Executive Member, plus at least the Chief People Officer, and two members who are representing other organisations or sectors within the Integrated Care System.
- 6.2.2 Where members are unable to attend, they should ensure that a named and briefed deputy is in attendance who is able to participate on their behalf.

## **6.3 Decision making and voting**

- 6.3.1 Decisions will be taken in accordance with the Standing Orders. The People Committee will ordinarily reach conclusions by consensus. When this is not possible the Chair may call a vote.
- 6.3.2 Only members of the People Committee may vote. Each member is allowed one vote and a majority will be conclusive on any matter.
- 6.3.3 Where there is a split vote, with no clear majority, the Chair of the People Committee will hold the casting vote. The result of the vote will be recorded in the minutes.
- 6.3.4 If a decision is needed which cannot wait for the next scheduled meeting, the Chair may conduct business on a 'virtual' basis through the use of telephone, email or other electronic communication.

## **7 ACCOUNTABILITY and REPORTING ARRANGEMENTS**

- 7.1 The People Committee is directly accountable to the ICB. The minutes of meetings shall be formally recorded. The Chair of the People Committee shall report to the ICB Board (public session) after each meeting and provide a report on assurances received, escalating any concerns where necessary.
- 7.2 The People Committee will advise the Audit Committee on the adequacy of assurances available and contribute to the Annual Governance Statement
- 7.3 The People Committee will receive scheduled assurance reports from its delegated groups. Any delegated groups would need to be agreed by the ICB Board.
- 7.4 The People Committee will have regard to the Health and Care Partnership Integrated Care Strategy and the Joint Forward Plan. It will take direction and provide relevant updates to the Integrated Care Partnership in this regard. This will not be in the form of formal delegations or formal accountability.

## **8 BEHAVIOURS AND CONDUCT**

### **8.1 ICB values**

- 8.1.1 Members will be expected to conduct business in line with the ICB values and objectives. Members of, and those attending shall behave in accordance with

the ICB's Constitution, Standing Orders, and Standards of Business Conduct Policy.

## **8.2 Equality and diversity**

8.2.1 Members must demonstrably consider the equality and diversity implications of decisions they make.

## **9 DECLARATIONS OF INTEREST**

9.1 All members, ex-officio members and those in attendance must declare any actual or potential conflicts of interest which will be recorded in the minutes. Anyone with a relevant or material interest in a matter under consideration will be excluded from the discussion at the discretion of the People Committee Chair.

## **10 SECRETARIAT AND ADMINISTRATION**

10.1 The People Committee shall be supported with a secretariat function which will include ensuring that:

- The agenda and papers are prepared and distributed in accordance with the Standing Orders having been agreed by the Chair with the support of the relevant executive lead.
- Attendance of those invited to each meeting is monitored and highlighting to the Chair those that do not meet the minimum requirements.
- Records of members' appointments and renewal dates and the ICB is prompted to renew membership and identify new members where necessary.
- Good quality minutes are taken in accordance with the standing orders and agreed with the chair and that a record of matters arising, action points and issues to be carried forward are kept.
- The Chair is supported to prepare and deliver reports to the ICB.
- The People Committee is updated on pertinent issues/ areas of interest/ policy developments.
- Action points are taken forward between meetings and progress against those actions is monitored.

## **11 REVIEW**

11.1 The People Committee will review its effectiveness at least annually.

11.2 These terms of reference will be reviewed at least annually and more frequently if required. Any proposed amendments to the terms of reference will be submitted to the ICB for approval.

11.3 The People Committee will utilise a continuous improvement approach in its delegation and all members will be encouraged to review the effectiveness of the meeting at each sitting.

Date of approval: May 2024

Date of review: May 2025