

Terms of reference – Bradford District and Craven People Committee

Version control

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| Responsible Officer: | James Drury, Partnership Development Director |
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1. General

This BD&C management forum, the 'People Committee' is part of the West Yorkshire Integrated Care System, which has four core purposes:

- improving population health and healthcare;
- tackling unequal outcomes and access;
- enhancing productivity and value for money; and
- helping the NHS to support broader social and economic development.

The ICS has identified a set of guiding principles that shape everything we do:

- We will be ambitious for the people we serve and the staff we employ.
- The West Yorkshire partnership belongs to its citizens and to commissioners and providers, councils and NHS. We will build constructive relationships with communities, groups and organisations to tackle the wide range of issues which have an impact on health inequalities and people's health and wellbeing.
- We will do the work once – duplication of systems, processes and work should be avoided as wasteful and potential source of conflict.
- We will undertake shared analysis of problems and issues as the basis of taking action.
- We will apply subsidiarity principles in all that we do – with work taking place at the appropriate level and as near to local as possible.

The ICS has committed to behave consistently as leaders and colleagues in ways which model and promote our shared values:

- We are leaders of our organisation, our place and of West Yorkshire.
- We support each other and work collaboratively.
- We act with honesty and integrity, and trust each other to do the same.
- We challenge constructively when we need to.
- We assume good intentions; and

We will implement our shared priorities and decisions, holding each other mutually accountable for delivery.

2. Remit and responsibilities

The remit of this BD&C Committee is to:

- a) Make the following decisions on behalf of the ICB, following delegation of this responsibility from the ICB to the Partnership Board and from the Partnership Board to this BD&C Committee:

Agree implementation in place of people priorities (as per SoRD)

- b) Provide advice and/or recommendations in the following areas to the Partnership Board, for the benefit of the ICB ((a) and (b) together “ICB Business”); and
- c) Provide advice to other members of the Partnership Board “Partnership Business”

The responsibilities of this BD&C Committee are to:

- i. Consider and further develop the 4 pillars of the BD&C Integrated People Plan and associated delivery /implementation plans; ensuring alignment with national, regional, ICS and place priorities and recommending it to the Partnership Board.
- ii. Agree and approve a programme structure that enables the effective delivery of the agreed priorities within the 4 pillars of the Integrated People Plan; considering and recommending any key workforce metrics and outcomes for Place.
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- iii. Obtain ongoing assurance of the delivery of the BD&C Integrated People Plan through the associated programmes of work and delivery/implementation plans
- iv. Receive regular highlight reports to gain assurance that these outcomes are being achieved and to request and receive exception reports where this is not the case.
- v. Request and receive reviews and analysis of Place based workforce issues and make recommendations to the Partnership Board on next steps.
- vi. Receive, review and monitor any reported workforce risks and issues emerging from the Integrated People Plan programmes of work and/or other identified workforce risks relevant to Place and ensure recording of the same in the PBP risk register and reporting within the agreed subcommittee cycle.



- vii. Seek to unblock any barriers to change and mitigate any risks through its collective membership and networks prior to escalating to the Partnership Board
- viii. Identifying any areas where there are wider implications/trends of these risks and issues or where additional assurance is required, and escalating to the Partnership Board where appropriate
- ix. Support the work of the Integrated People Plan programmes and their leads to further develop and implement their plans by endorsing decisions and facilitating the removal of barriers where appropriate and necessary.
- x. Provide oversight and assurance of the workforce elements of the system planning process and associated workforce narrative for the BD&C Place.
- xi. Seek assurance on the connectivity with programmes of work with health and care workforce partners across Place, the ICS and across relevant transformational change programmes; encouraging collective buy in and development of shared programmes of work where it is mutually beneficial.
- xii. Provide the necessary advice and guidance, as required, on specific workforce strategies/plans of other programmes - including supporting workforce redesign
- xiii. Engage with key stakeholders to ensure the Integrated People Plan work programmes are inclusive, current and well informed; ensuring effective communication of changing priorities and evaluating the effectiveness of interventions.
- xiv. Encourage and seek assurance on the inclusion of horizon scanning and sharing the learning from the wider health, care and education systems, locally, regionally and nationally in order ensure best practice and economies of scale are realised and to maximise funding opportunities.
- xv. Approve the development and submission of Place based workforce bids where appropriate
- xvi. Seek and provide assurance on the spending of such funds to achieve agreed programme outcomes and receive associated evaluation reports.

- xvii. Investigate any activity within its Terms of Reference and obtain independent specialist advice as it considers necessary

3. Membership

Members contribute to discussion, participate in decision making and are accountable for decisions made. If a matter goes to a vote, then each Member has one vote save that the Chair shall have a casting vote, as set out in section 6.

The Members of this Committee are:

- Two non-executive directors selected by the BD&C Partnership Board, with each director from a different NHS Foundation Trust Partner. One of whom will be the Chair of the Committee, and one of whom will be the deputy Chair

Members appointed by virtue of their role

- The Act as One People Director (Joint SRO)
 - The Dean - Faculty of Health Studies, University of Bradford (Joint SRO)
 - The BD & C Workforce Place Lead (Operational)
 - The BD & C Director of Partnership Development
 - The nominated Equality, Diversity and Inclusion BD&C Place Lead
 - Chief Nurse, Airedale NHS FT as H & SC CTE Board Chair and BD & C Clinical representative
 - The programme leads for each of the 4 pillars of the Integrated People Plan (as per Directors of Workforce below)
- One person from each provider organisation and/or sector selected by the BD&C Partnership Board
 - The Director of Workforce and OD ('HRD') of Airedale NHS FT
 - The Director of Workforce and OD ('HRD') of Bradford District Care NHS FT
 - The Director of Workforce and OD ('HRD') of Bradford Teaching Hospitals NHS FT



- The Director of Workforce and OD ('HRD') of City of Bradford Metropolitan District Council
- Chief Operating Officer - Primary Care Workforce & Training Hub
- Nominated Representative, Bradford and District Voluntary Services Alliance
- Bradford Care Association – Workforce lead (tbc)

- BD & C Locality Manager – Representing Skills for Care
- Nominated representative of North Yorkshire County Council
- Nominated representative of North Yorkshire Voluntary Services

4. Required attendees

The following individuals will be invited to attend each meeting of this BD&C Committee as Attendees. Attendees attend meetings and may be invited by the Chair to participate in discussions from time to time. They do not vote. The attendees of this Committee are:

- Business Administration Support
- Programme Manager Support

The Chair may invite such other Attendees to attend any meeting of this BD&C Committee as the Chair considers appropriate.

5. Deputies

Members may nominate a deputy to attend a meeting of the Committee that the Member is unable to attend. The deputy may speak and vote on their behalf. The decision of the meeting Chair regarding acceptance of nominated deputies is final.

Any requests for a deputy to be appointed should be made to the Chair at least five Working Days before the meeting. The Chair shall have discretion to accept requests made after this time if the Chair considers there is good reason for the late notification.

Any reference to Member in these terms of reference includes a deputy appointed in accordance with this paragraph.

6. Chair

The Chair of this BD&C Committee shall be one of the non-executive directors from an NHS Foundation Trust Partner that is a Member and selected as follows.

- The first Chair of this BD&C Committee shall be appointed by the BD&C Partnership Board and shall be appointed for a term of eighteen months.
- Subsequent Chairs shall be appointed for a term of eighteen months. Such Chairs shall be appointed by the BD&C Partnership Board.

One person may not serve more than three consecutive terms as Chair.

If the Chair is unable to attend a meeting or carry out the role of the Chair between meetings this shall be taken on by the Deputy Chair.

The Deputy Chair of this BD&C Committee shall be one of the non-executive directors from an NHS Foundation Trust Partner that is a Member and selected as follows.

The first Deputy Chair of this BD&C Committee shall be appointed by the BD&C Partnership Board and shall be appointed for a term of eighteen months. Subsequent Deputy Chairs shall be appointed for a term of eighteen months. Such Deputy Chairs shall be appointed by the BD&C Partnership Board.

One person may not serve more than three consecutive terms as Deputy Chair.

If both the Chair and the Deputy Chair are absent then the Members present at the meeting shall appoint a temporary Chair for the purposes of that meeting and if they wish any preparation needed in advance of the next meeting.

References to Chair shall be read accordingly.

7. Quoracy

No decisions shall be made unless at least half the Members are present and at least one Member representing each of the ICB and the three NHS Foundation Trusts within the BD&C Partnership.

If a meeting is or becomes inquorate, this will be minuted. Members may discuss matters but no formal decisions will be made. Any discussions will be summarised at the start of the next meeting of this BD&C Committee.

The expectation of the Partners is that this BD&C Committee will meet regularly as scheduled. The Partners recognise that even if a meeting is not quorate, useful discussions may take place. However, if the Chair has received apologies for a meeting in advance that indicate that a quorum will not present, the Chair may cancel the meeting if they are satisfied that this is the more appropriate use of Members' time.

An individual who has been disqualified from participating in a discussion on any matter and/or from voting on any motion by reason of a declaration of a conflict of interest, shall no longer count towards the quorum.

8. Conduct of meetings

Meetings of this BD&C Committee will be run by the Chair.

The expectation is that Members will attend meetings in person.

However, in accordance with Standing Order [4.8], the Chair shall have discretion to permit a Member or Attendee to participate in a meeting by telephone, video or by other electronic means where they are available and the Chair is satisfied that there is good reason for the request, such as clinical commitments. Participation by any of these means shall be constitute presence in person at the meeting provided all Members and Attendees in attendance can be heard and hear one another.

Any request to participate in a meeting by telephone, video or by other electronic means should be made to the Chair at least five Working Days before the meeting. The Chair shall have discretion to accept requests made after this time if the Chair considers there is good reason for the late notification.

The Chair may also require that a meeting take place entirely by telephone, video or by other electronic means where there is good reason to do so, for example the difficulties of managing hybrid meetings or public health concerns.

In line with the Standing Orders, it is expected that decisions will be reached by consensus. Should this not be possible, each Member will have one vote, the process for which is set out in the section below:

- a. All Members of this BD&C Committee who are present at the meeting will be eligible to cast one vote each.
- b. Absent members may not vote by proxy. Absence is defined as being present at the time of the vote but this does not preclude anyone attending by teleconference or other virtual mechanism from exercising their right to vote if eligible to do so. However, they are able to appoint a deputy in accordance with paragraph 8.
- c. A resolution will be passed if more votes are cast for the resolution than against it.
- d. If an equal number of votes are cast for and against a resolution, then the Chair will have a second and casting vote.
- e. Should a vote be taken, the outcome of the vote, and any dissenting views, must be recorded in the minutes of the meeting.

If the Chair considers it appropriate, decisions may also be taken through the Written Resolution Procedure set out below:

- a. The Chair will arrange for an email to be written that:
 - confirms the resolution(s) that the Members are being asked to approve;
 - includes, by way of an attachment, all of the relevant information to enable the Member to reach a decision on the proposal(s);
 - contains the deadline (date and time) for response that shall be at least ten Working Days from the date of the email; and
 - confirms the email address to which the Member's vote should be sent.

- b. The Chair will arrange for the email and accompanying documents to be sent by e-mail to all Members on the same date.
- c. Each Member shall reply to the designated email address by the deadline given setting out whether they accept, reject or abstain in relation to each resolution set out in the email. Once a Member has responded stating they accept, reject or abstain in relation to a resolution they may not amend or retract their vote.

If the Chair considers it appropriate, decisions may also be taken through the Written Resolution Procedure set out below:

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 - confirms the resolution(s) that the Members are being asked to approve;
 - includes, by way of an attachment, all of the relevant information to enable the Member to reach a decision on the proposal(s);
 - contains the deadline (date and time) for response that shall be at least ten Working Days from the date of the email; and
 - confirms the email address to which the Member's vote should be sent.
- b) The Chair will arrange for the email and accompanying documents to be sent by e-mail to all Members on the same date.
- c) Each Member shall reply to the designated email address by the deadline given setting out whether they accept, reject or abstain in relation to each resolution set out in the email. Once a Member has responded stating they accept, reject or abstain in relation to a resolution they may not amend or retract their vote.

Exceptions:

- d. The following decisions may not be taken by way of the Written Resolution Procedure:

none

Passing the written resolution:

- e. In order for the written resolution to be passed the quorum rules must be complied with. If any Member does not respond to a resolution proposed by the

Written Resolution Procedure by the deadline given, they are not present for the purpose of the quorum. Responses received after the deadline will be disregarded.

- f. Provided the quorum requirements have been complied with a resolution will be passed if the majority of Members responding by the deadline approve the resolution.
- g. The Chair will arrange for Members to be notified of the outcome of the Written Resolution Procedure within five Working Days of the deadline.
- h. The outcome of all uses of the Written Resolution Procedure will be recorded in the papers for the next meeting. This will include details of votes approving or rejecting each resolution, any abstentions and details of any Member that did not respond by the deadline.

9. Frequency of meetings

This BD&C Committee will meet formally at least once in any two-month period initially to align with the BD&C Partnership Board meeting frequency. This BD&C Committee will, in addition, sponsor Integrated People Plan workshops aligned to the 4 Pillars to further the development of the People priorities.

The Chair may call an additional meeting at any time by giving not less than 10 Working Days' notice in writing to all Members and Attendees.

The Partnership Board may require that this BD&C Committee meet within a reasonable timeframe to discuss a particular matter. Such requests should be submitted to the Chair.

Members and Attendees shall be given at least ten Working Days' notice of any meeting save that in emergency situations the Chair may call a meeting with three Working Days' notice by setting out the reason for the urgency and the decision to be taken. Papers shall be circulated at least two Working Days before the meeting.

10. Urgent decisions

In the case of urgent decisions needed in extraordinary circumstances, every attempt will be made for this BD&C Committee to meet. Where this is not possible the following will apply:

- a) The decision-making responsibilities which are delegated to this BD&C Committee, may for an urgent decision be exercised by the Chair, a member of the ICB and the HRDs of the three Foundation Trusts within the BD & C Partnership (or where not available a representative of that Trust).
- b) The exercise of such powers shall be reported to Members by email within 2 Working Days.
- c) The exercise of such powers shall be reported to the next formal meeting of the Committee for formal ratification, where the Chair will explain the reason for the action taken, and report the decision to the Partnership Board for oversight.

Extraordinary circumstances will usually be unforeseen and be such that either calling an extraordinary meeting or using the Written Resolution Procedure will not be appropriate.

11. Admission of the press and public

Not relevant - This BD&C Committee will be advisory and will not take any decisions on behalf of the ICB and will meet in private.

12. Declarations of interest

If any Member or Attendee has an interest, financial or otherwise, in any matter and is present at the meeting at which the matter is under discussion, he/she will declare that interest as early as possible before the meeting and act in accordance with the Conflicts of Interests Policy.

The Chair will determine how a conflict of interest should be managed in accordance with the Conflicts of Interests Policy, taking into account any previously agreed arrangements for managing a conflict of interest. The Chair may require the individual to withdraw from the meeting or part of it. The individual must comply with these arrangements, which must be recorded in the minutes of the meeting.

13. Support to the committee

Administrative support will be provided to this BD&C Committee by the BD&C place-based team of the ICB. This will include:

- Agreement of the agenda with the Chair

- Sending out agendas and supporting papers to Members and Attendees at least five Working Days before the meeting.
- Taking minutes of the meetings, including an accurate record of attendance, key points of the discussion, matters arising and issues to be carried forward.
- Drafting minutes for comment and approval by the Chair within five Working Days of the meeting. Following Chair's approval, distributing the minutes to all Members and Attendees within five Working Days of the approval. Updating minutes in accordance with any amendments agreed at subsequent meetings
- Maintaining an on-going list of actions, specifying the Member(s) responsible for each action, due dates, progress and completion.
- Maintaining an annual work plan.
- Receiving notifications and requests on behalf of the Chair, including notifications relating to conflicts of interest, requests for meetings and/or nomination of deputies

It is the responsibility of Members and Attendees to ensure that they provide their contact details to the Chair (email and direct dial telephone number) and keep these up to date.

Papers will be circulated electronically. Members or Attendees wishing to receive the papers in a particular format (e.g., large print, hard copy) should make a request to the Chair. The Chair has discretion as to whether to meet the request.

14. Authority

This BD&C Committee is authorised to investigate any activity within these terms of reference. It is authorised to seek any information it requires within its remit, from any member of staff of a Place Partner and Place Partners will ensure that their staff are directed to co-operate with any such request made by this BD&C Committee.

This BD&C Committee is authorised to commission any reports or surveys it considers necessary to help it fulfil its obligations. In doing, so, this BD&C Committee must follow procedures put in place by the ICB and the Partnership Board for obtaining legal or professional advice.

This BD&C Committee is authorised to obtain legal or other independent professional advice and secure the attendance of advisors with relevant expertise if it considers this is necessary. In doing, so, this BD&C Committee must follow procedures put in place by the ICB and the Partnership Board for obtaining legal or professional advice.

This BD&C Committee is authorised to create and dissolve time limited task and finish groups as are necessary to fulfil its responsibilities. When doing so, this BD&C Committee must set clear a clear scope of work and deadline for completion for such groups. Such groups shall not be able to take decisions on behalf of this BD&C Committee.

This BD&C Committee has the agreed leadership groups listed below, which report to it. These groups exist to support this BD&C Committee and are not time-limited.

This BD&C Committee shall determine their membership, scope and work programme and ensure that these are recorded in writing, regularly reviewed and understood by all participants. A leadership group may be dissolved by the BD&C Committee but permanent leadership group cannot be created by this BD&C Committee without the agreement of the Partnership Board, as outlined below.

- 'Looking After Our People' Leadership Group
- 'Creating and Instilling a Sense of Belonging' Leadership Group
- 'Transforming our Workforce' Leadership Group
- 'Growing our Workforce' Leadership Group

This BD&C Committee may not create any formal sub-committees, delegate any of its decision-making responsibilities or establish any permanent working groups unless expressly authorised by the Partnership Board. Even if any delegation is approved, this BD&C Committee remains accountable for the work that is delegated.

15. Reporting

This BD&C Committee shall submit its minutes to each Partnership Board meeting.

These shall be published by the Partnership Board as part of its meeting papers.

The Chair shall draw to the attention of the Partnership Board any significant issues or risks relevant to the Place Partnership or the ICB.

This BD&C Committee shall submit an annual report to the Partnership Board.

This BD&C Committee shall propose an annual work plan to the Partnership Board for approval by the Partnership Board. The Partnership Board may make such changes to the annual work plan as it considers appropriate in consultation with the Chair.

This BD&C Committee will receive for information the minutes of other meetings which are captured in the Committee's work plan e.g., minutes of its working groups.

16. Conduct of the Committee

All Members and Attendees will operate within the Constitution of the ICB, standing orders, standing financial instructions, other financial procedures and ICB Policies provided always that this requirement may be disapplied by the Partnership Board in relation to Partnership Business, such authorisation to be given in advance and in writing.

All Members and Attendees will operate in accordance with the SPA and any other relevant policies or documents agreed by the Place Board.

All Members and Attendees will attend and complete any training required by the Chair or the Partnership Board.

Members and Attendees must demonstrably consider the equality and diversity implications of decisions they make and consider whether any new decision or recommended approach achieves positive change around inclusion, equality and diversity.

Members and Attendees will abide by the 'Principles of Public Life' (The Nolan Principles).

The requirements listed above in relation to conduct of Members and Attendees shall also apply to members of any working groups or task and finish groups reporting to this BD&C Committee.

The Committee shall undertake an annual self-assessment of its own performance against the annual work plan, these terms of reference and the SPA. This self-assessment shall form the basis of the annual report from this BD&C Committee to the Partnership Board.

The Partnership Board may remove an individual Member from this BD&C Committee if:

- That individual fails to comply with these terms of reference;
- That individual has behaved in a way, or is threatening to behave in a way, that is likely to bring this BD&C Committee, the Partnership Board and/or the ICB into disrepute;
- That individual has attended less than 75% of the meetings of this BD&C Committee in any 12-month period;
- The individual no longer meets the relevant membership requirement set out at paragraph 6, for example because they no longer hold a particular post or work for a particular organisation; or

They qualify for membership of this BD&C Committee through their host organisation and that host organisation leaves the Place Partnership

17. Amendments

This BD&C Committee may propose changes to its terms of reference to the Partnership Board.

Any changes to these terms of reference must be approved by the Partnership Board.

18. Review date

These terms of reference shall be reviewed annually.

