

**People Academy
Terms of Reference**

Purpose	To seek assurance, learn and drive improvement in relation to the people management arrangements within the Trust.
Responsible to	Board of Directors
Delegated authority	<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>
Duties	<p>Assurance:</p> <ul style="list-style-type: none"> • People Dashboard and metrics to include safe staffing • 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. • Delivery of the NHS People Plan • Ensuring compliance with relevant legislation and regulations relating to People. • Ensuring delivery of action plans to include but not restricted to the NHS Staff Survey, WRES and WDES action plans • CQC standards relating to People • Make recommendations to the Audit Committee concerning the annual programme of Internal Audit work and work with the Audit Committee to ensure effective scrutiny of the risks and

	<p>systems of internal control related to people matters.</p> <ul style="list-style-type: none"> • Consideration of relevant internal audit reports. • In reviewing the assurances received, the Academy will take into consideration the quality of data presented and any associated issues. <p>Learning:</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"> • To learn from other Organisations who are considered the ‘best’ employers in the Trust’s ambition to become an outstanding Organisation • To learn from Employment Relations/Employment Tribunal cases to inform policy/practice change • System/partnership working including the Bradford District & Craven Partnership People Committee • To hear and learn from real stories from staff and patients <p>Improvement:</p> <ul style="list-style-type: none"> • To improve people practices • To oversee the development and implementation of action plans following the NHS Staff Survey results to drive improvement • To ensure the development of a just and compassionate culture within the Trust • To improve leadership capacity and talent management
<p>Sub-Groups</p>	<p>New ways of working and delivering care Workforce Growth and Transformation Looking After Our People Health & Safety Committee</p> <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. A workforce sub-group / reference groups</p>

	will be tasked to lead pieces of work or undertake research, which will feed into the People Academy as well as the EDC as agreed.
Chairing arrangements	<p>The Academy will be chaired by a Non Executive Director.</p> <p>In the absence of the Chair, the Deputy Chair (who is also a Non Executive Director) will act as Chair.</p>
Membership	<ul style="list-style-type: none"> • Director of HR • Chief Medical Officer • Chief Nurse • Up to four Non-Executive Directors (including the Chair and Deputy Chair) • Director of Pharmacy • Digital representative - TBC • Assistant Director of HR/Head of OD • Deputy Director of HR • Assistant Director of HR • Workplace Health and Wellbeing Centre Manager (only when Looking After Our People is included on the agenda) • Equality, Diversity and Inclusion Manager • Deputy Chief Operating Officer, Director of Estates and Facilities • Deputy Chief Nurse • Directors of Nursing (Operations) and Director of Midwifery (at least one to attend each meeting) • Head of Education • Partnership Lead Chair – RESIN Staff Network • Chair – Enable Staff Network • Chair – LGBT Staff Network • Lead AHP • Clinical Lead for Medical Workforce (or Deputy) • Frontline staff (TBC – Academy to discuss) <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>
In attendance	<ul style="list-style-type: none"> • Associate Director of Corporate Governance/Board Secretary • Head of Corporate Governance • The Academy may invite other employees or external advisors

	<p>to attend as appropriate</p> <ul style="list-style-type: none"> Any non-member NED
Secretary	Secretarial support will be provided by the Executive Assistant or PA to the Director of HR.
Quorum	A minimum of five members, including the Chair or Deputy Chair and at least one Executive Director.
Frequency of meetings	<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>
Circulation of papers	Papers will be distributed a minimum of three clear working days in advance of the meeting.
Reporting	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.
Date agreed by the Academy:	28 September 2022
Date approved by the Trust Board:	10 November 2022
Review date:	July 2023