



South East London

Integrated Care Board

People Board

Terms of Reference

1 July 2022

1. Introduction

- 1.1. The NHS South East London Integrated Care Board (ICB) People Board [the “Board” or “committee”] is established as a committee of the ICB.
- 1.2. These Terms of Reference set out the role, responsibilities, membership, and reporting arrangements of the committee under its terms of delegation from the ICB Board. The committee’s powers relate specifically to these terms of reference, which can only be amended by the ICB Board.
- 1.3. All members of staff and members of the ICB will be expected to co-operate with any requests made by the People Board.

2. Purpose

- 2.1. The South East London People Board plays a fundamental role in helping us secure our current and future workforce; provide innovative thinking and ambition and integrate across health and care in the six boroughs of the sector. The People Board will report into the SEL ICB Board and the London People Board and is crucial to the delivery of the same aim for the London Region.
- 2.2. As a strategic advisory group, the South East London People Board helps to secure the diverse, skilled and motivated workforce. This is essential for the continued ability of South East London to meet the Long Term Plan triple aim through the attraction and retention of the best staff across health and care; to continue to deliver high quality care across all settings and help to tackle long embedded challenges in inequality and inequity.
- 2.3. The SEL People Board will set the strategic direction for South East London and work closely with the partner organisations and networks, who employ the 91,000 health and care workers across the sector, to deliver on an ambitious and far-reaching people agenda.
- 2.4. The committee is responsible for overseeing the work of the following sub-committees:
 - ICS Equalities, diversity and inclusion committee

- Workforce Supply Committee
- Staff health and wellbeing committee.

3. Duties

- 3.1. The role of the SEL People Board is to develop a strategic programme of work which:
- focuses on equality and equity for our current and future workforce
 - works closely with the employing organisations across the sector, to ensure their people plans align to the delivery of the strategic people programme
 - ensures that South East London is an attractive place to work and one that staff can easily move around to develop their career and remain in the sector
 - ensures diverse career opportunities into health and social care careers and fosters even stronger collaborations to benefit our people and communities
 - is an integral part of the London-wide action to address COVID-19 and to meet the current incident level
 - is informed by national and London priorities defined in and following the NHS people plan, London vision and emerging plans for recovery and renewal for London's health and care sector
 - contributes to London-wide working groups and initiatives such as Talent Management
 - will provide committed leadership for equality, diversity and inclusion – providing oversight to drive the diversity and inclusion agenda and ensure that it runs as a common thread through all workforce initiatives including securing the implementation of the London Workforce Race Equality Strategy.

4. Accountabilities, authority, and delegation

- 4.1. The South East London People Board shall report to the SEL ICB Board and also through to the London People Board through the Workforce SRO position on both committees.
- 4.2. The authority delegated to the committee is set out in the ICB's Scheme of Reservation and Delegation.
- 4.3. Formal decisions of the committee will need agreement from a majority of members present at the committee meeting.
- 4.4. The committee will undertake an advisory function where a decision is required beyond the above stated levels of delegation. In this, the committee will notify the ICB Board of items for decision.

- 4.5. The committee may establish any working group or task and finish group to lead work under a defined term of reference / engagement. The committee must agree by majority on the establishment of any of the groups and formally agree their terms of reference.
- 4.6. The committee is responsible for overseeing the work of the following sub-committees:
 - ICS Equalities, diversity and inclusion committee
 - Workforce Supply Committee
 - Staff health and wellbeing committee.
- 4.7. The role of the above sub-committees is described in further detail in the ICB's Governance Handbook and appended terms of reference.
- 4.8. Sub-committees will usually meet monthly and report to the People Board on their activities via an agreed sub-committee report, which will highlight any recommendations for the committee to review and approve; and items of sub-committee business that the committee should note.

5. Membership and attendance

- 5.1. A key principle of membership is that it represents the diversity of health and care organisations across the sector as well as the diversity of South East London staff and communities.
- 5.2. Members of the Board will have a passion for the people agenda and act as a unitary member of the Board whilst providing a link back to their own organisation, borough or part of the system.
- 5.3. The committee will be constituted of the following members:
 - Chair - Partner Member
 - Deputy Chair - Partner Member
 - SEL ICS Workforce Senior Responsible Officer (SRO); Chief People Officer representative on the London People Board;
 - Chief of Staff, South East London Integrated Care Board.
 - 1 x provider trust HR/Workforce Director for each of the following sectors: acute, community and mental health.
 - Clinical and other leaders with proven interest in the people agenda (nominated Chair)
 - 1 x Primary Care provider representative
 - 1 x Acute Trust representative
 - 1 x Training Hub representative

- 1 x community hospice representative
 - 1 x local authority representative
 - 1 x independent care provider sector representative
 - 1 x SEL Higher Education Institution representative
 - 1 x Health Education England representative (nominated Vice Chair)
 - 1 x Trade Union representative.
- 5.4. Members of the ICB Workforce Programme team and meeting secretary will additionally be invited to sit in attendance at People Board meetings.
- 5.5. Other individuals from across the Integrated Care System may be invited to attend as required.
- 5.6. The committee is permitted, with agreement of the ICB chair to formally co-opt additional members and/or other subject matter specialists to broaden the range of input should this be deemed necessary.

6. Chair of meeting

- 6.1. At any meeting of the committee, the chair if present shall preside. If the chair is absent, the deputy chair shall preside. If the chair is temporarily absent on the grounds of conflict of interest, the deputy chair shall preside.

7. Quorum and conflict of interest

- 7.1. The group will be quorate with at least nine members in attendance; one to be the Chair or Deputy Chair.
- 7.2. The committee will operate with reference to NHS England guidance and national policy requirements and will abide by the ICB's standards of business conduct. Compliance will be overseen by the chair of the committee.
- 7.3. The committee agrees to enact its responsibilities as set out in these terms of reference in accordance with the Seven Principles of Public Life set out by the Committee on Standards in Public Life (the Nolan Principles).
- 7.4. Committee members will be required to declare any interests they may have in accordance with the ICB's Conflict of Interest Policy (included within the Standards of Business Conduct Policy). Members will follow the process and procedures outlined in the policy in instances where conflicts or perceived conflicts arise.

8. Decision-making

- 8.1. Where a decision is required, it is expected that this will be reached by consensus. Where a vote is required to decide a matter, each member may cast a single vote. In the event of equal votes, the chair will have a casting vote.

9. Procedure of decisions made outside of formal meetings

- 9.1. The committee chair will arrange for the notice of the business to be determined and any supporting paper to be sent to members by email. The email will ask for a response to be sent to the committee chair by a stated date. A decision made in this way will only be valid if the same minimum quorum described in the above paragraph, expressed by email or signed written communication, by the stated date for response, states that they are in favour.
- 9.2. The ICB's Workforce Programme team will retain all correspondence pertaining to such a decision for audit purposes and report decisions so made to the next meeting. A clear summary of the issue and decision agreed will then be recorded in the minutes of that meeting.

10. Frequency

- 10.1. The committee will meet once every two months and at least six times over the course of a year.
- 10.2. All members will be expected to attend all meetings or to provide their apologies in advance should they be unable to attend.
- 10.3. Members are responsible for identifying a suitable deputy should they be unable to attend a committee meeting which needs to be agreed with the chair, and notified to the meeting secretariat, in advance.
- 10.4. Nominated deputies will count towards the meeting quorum if attendance has been agreed by the committee chair.
- 10.5. Members and staff from ICS partner organisations are expected to contribute to reasonable requests for information and input to the work undertaken by the committee.

11. Reporting

- 11.1. Papers will be made available five working days in advance to allow members to discuss issues with colleagues ahead of the meeting. Members are responsible for seeking appropriate feedback.

- 11.2. The committee will report on its activities to the ICB Board via minutes and any further agreed ICB reporting requirements.
- 11.3. The minutes of meetings shall be formally recorded and reported to the ICB Board for the purposes of assurance.

12. Committee support

- 12.1. The committee will be supported by members of the ICB's Workforce Programme team.
- 12.2. The meeting secretariat will ensure that draft minutes are shared with the chair for approval within three working days of the meeting. Draft minutes with the chair's approval will be circulated to members together with a summary of activities and actions within five working days of the meeting.

13. Monitoring adherence to the Terms of Reference

- 13.1. The chair of the committee will be responsible for ensuring the committee abides by the terms of reference.

14. Review of Arrangements

- 14.1. The committee shall undertake a self-assessment of its effectiveness on at least an annual basis. This may be facilitated by independent advisors if the committee considers this appropriate or necessary.
- 14.2. These terms of reference shall be reviewed by the committee chair and ICB chair on an annual basis, in the context of the self-assessment and any changing business requirements, with changes proposed for approval to the ICB Board.