**NHS Humber and North Yorkshire Integrated Care**

**Workforce Board**

**Terms of Reference**

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| **Terms of Reference:** | **Workforce Board** |
| **Authorship:** | **Executive Director of People** |
| **Board / Committee Responsible for Ratifying:** | **Integrated Care Board** |
| **Agreed Date:** | **February 2025** |
| **Approved Date:** | **July 2025** |
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| **1** | **Governance** | |
| The Humber and North Yorkshire (HNY) Integrated Care Workforce Board (the Workforce Board) is established by the Integrated Care Board (ICB) as a Committee of the Board in accordance with its Constitution and Standing Orders.  These Terms of Reference (ToR) which must be published on the ICB website, set out the membership, remit, responsibilities and reporting arrangements of the Committee and may only be changed with the approval of the Board, who it is accountable to.  The Committee and its members, including those who are not members of the ICB Board, are bound by the Standing Orders and other policies of the ICB. | |
| **2** | **Authority** | |
| The Committee is authorised by the ICB Board to:   * + Investigate any activity within its Terms of Reference   + Seek any information it requires within its remit, from any employee or member of the ICB (who are directed to co-operate with any request made by the Committee) within its remit as outlined in these terms of reference.   + Commission any reports it deems necessary to help fulfil its obligations.   + Obtain legal or other independent professional advice and secure the attendance of advisors with relevant expertise if it considers this is necessary to fulfil its functions. In doing so the Committee must follow any procedures put in place by the ICB for obtaining legal or professional advice.   + Create task and finish sub-groups to take forward specific programmes of work as considered necessary by the Committee’s members. The Committee shall determine the membership and terms of reference of any such task and finish sub-groups in accordance with the ICB’s Constitution, Standing Orders and Scheme of Reservation and Delegation (SoRD) but may not delegate any decisions to such groups.   The Workforce Board has no executive powers, other than those delegated in the Scheme of Reservation and Delegation (SoRD) and Operational Scheme of Delegation (OSD) to individual members of the Committee and specified in these terms of reference.  For the avoidance of doubt, the Committee will comply with, the ICB Standing Orders, Standing Financial Instructions, Operational Scheme of Delegation (OSD) and the SoRD. | |
| **3** | **Purpose** | |
| The Workforce Board will provide strategic system oversight of the development and delivery of the Humber and North Yorkshire People Strategy and associated HNY people focused workstreams.  The duties of the Committee will be driven by the organisation’s objectives and the associated risks. An annual programme of business will be agreed before the start of the financial year; however, this will be flexible to new and emerging priorities and risks. | |
| **4** | **Chair, Membership, and Attendance** | |
| **Chair and Vice Chair**  The Chair and the Vice Chair of the Workforce Board will be appointed by the HNY Integrated Care Board.  The Chair will also serve as the ICB’s Senior Responsible Officer for Workforce.  In the event of the Chair being unable to attend part or all of the meeting, the Vice Chair will be appointed to chair the meeting.  The Chair will be responsible for agreeing the agenda and ensuring matters discussed meet the objectives as set out in these ToR.  **Membership**  Workforce Board members shall be appointed by the ICB Board in accordance with the ICB constitution.  Membership will comprise of core workforce representatives from across the HNY health and care system. Representatives will be expected to act in a system partner capacity rather than at an organisational level, and have the authority to act whilst in attendance.  Membership will be reviewed annually to ensure it remains relevant to the objectives of the Board.  Membership of the Board comprises system representatives as follows:  **Role/Sector Representation**   * Chair: Senior Responsible Officer for Workforce * ICB: Executive Director of People * ICB: Deputy Director of People * Primary Care * Acute (North Yorkshire and York) * Acute (Humber) * Mental Health * Allied Health Professionals * Ambulance Services * Adult Social Care x 2 * Childrens Social Care * VCSE (Voluntary, Community and Social Enterprise) * Higher Education * Independent Sector * Skills for Care * EDI (Equality, Diversity and Inclusion) * Community Services * NHS England * HEY Business, Growth and Skills HubUnion Representation * Union Representation * Pharmacy * Dental * Nursing and midwifery clinical workforce * Office for Health Improvement and Disparities, Department of Health and Social Care * NHS England Postgraduate Deanery – Medical and Dental * Careers / Further Education   Annex A provides details of the individuals currently occupying these seats.  **Attendees**  Officers may request or be requested to attend the meeting when matters concerning their responsibilities are to be discussed or they are presenting a paper.  Other individuals may be requested to attend the meeting when matters concerning their responsibilities are to be discussed or they are presenting a paper. | |
| **5** | **Meeting Frequency, Quoracy and Decisions** | |
| **Frequency**  Meetings will be held no less than 11 times per year and arrangements and notice for calling meetings are set out in the Standing Orders. Additional meetings may take place as required.  The ICB Board, ICB Chair or ICB Chief Executive may ask the Workforce Board to convene further meetings to discuss particular issues on which they want the advice of the Workforce Board.  In accordance with the Standing Orders, the Workforce Board may meet virtually when necessary and members attending using electronic means will be counted towards the quorum.  **Quorum**  At least eight members from partner organisations, including the ICB, to be present for decisions to be made, including either the Chair or the ICB Executive Director of People.  Members are required to ensure a named system deputy is available to attend in their absence. The named deputy must hold authority to act whilst in attendance.  The named deputy may speak and vote on behalf of the member and will count towards the quorum.  If any member of the Committee has been disqualified from participating in an item on the agenda, by reason of a declaration of conflicts of interest, then that individual shall no longer count towards the quorum.  If the quorum has not been reached, then the meeting may proceed if those attending agree, but no decisions may be taken.  **Decision making and voting**  Decisions will be taken in accordance with the Standing Orders.  The Workforce Board will ordinarily reach decisions by consensus. When this is not possible, the Chair may call a vote. Only members of the Committee may vote. Each member is allowed one vote and a majority will be conclusive on any matter.  Where there is a split vote, with no clear majority, the Chair of the Committee will hold the casting vote.  If a decision is needed which cannot wait for the next scheduled meeting, the Chair may conduct business on a ‘virtual’ basis by telephone, email or other electronic communication. | |
| **6** | **Responsibilities of the Workforce Board** | |
| * To provide strategic oversight, support, and challenge in the development and delivery of the system level ICB People Strategy. * To monitor the delivery of identified priority outcomes and actions and to ensure risks/issues are identified and mitigated. * To be responsible for the oversight, monitoring and implementation of remedial actions in relation to any risks which are aligned to the Committee on the Board Assurance Framework (BAF) and on the risk registers. * To ensure compliance against the statutory workforce duties and the delivery of the NHS People Plan. * To maximise financial workforce investment opportunities at a national, regional and system level. * Positively impact on health inequalities, social inclusion, and economic growth through collaborative partnership working to support the delivery of the ICB People Strategy. * Oversight for the creation and operation of workforce business intelligence function to support the HNY ICB and Place based transformation programmes. * To consider and approve system level workforce expenditure linked to strategic and operational delivery workstreams. * To ensure collaborative, robust, innovative, systemwide approaches to workforce planning, workforce supply and retention, and workforce roles and skills development. * To ensure the creation and enactment of systemwide organisational development practices that support system-based leadership and strategic thinking practices, enhance staff satisfaction, wellbeing, inclusion, equality of opportunity, and staff voice and engagement. * To embed a systemwide collaborative leadership style, and champion and influence the creation of compassionate, respectful, and high performing cultures within the system and partner organisations. * To maintain oversight of the co-creation of systemwide career paths and roles, and contemporary recruitment practices, systemwide workforce retention approaches and the development of innovative new ways of working. * To maintain strategic oversight of any national policy development that impacts on HNY paid and unpaid workforce and partner organisations. * To proactively engage at a national and regional level with NHSE and other delivery partners. * To establish Task and Finish groups designed to support the delivery of specific workstreams which collectively deliver the ICB People Strategy. * To maintain oversight and support workforce development plans at a system, place and organisational level. * To provide system level oversight and support to the development and delivery of programmes of activity focused on improving and supporting staff resilience and wellbeing. * To provide system level oversight and support to the development and delivery of programmes of activity focused on workplace equality, diversity and inclusion, including supporting the development of current and emerging staff networks. * The duties of the Committee will be driven by the organisation’s objectives and the associated risks. An annual programme of business will be agreed before the start of the financial year; however, this will be flexible to new and emerging priorities and risks. | |
| **7** | **Behaviours and Conduct** | |
| Members will be expected to conduct business in line with the ICB values and objectives. Members of, and those attending, the Committee shall behave in accordance with the ICB’s Constitution, Standing Orders, and Code of Conduct and Behaviours. | |
| **8** | **Equality and Diversity** | |
| Members must demonstrably consider the equality and diversity implications of decisions they make. | |
| **9** | **Accountability and Reporting** | |
|  | The Committee is accountable to the ICB Board and shall report to the ICB Board on how it discharges its responsibilities.  The minutes of the meetings shall be formally recorded by the secretariat. The Chair will provide assurance and escalation reports to the Board at each meeting, as appropriate, and shall draw to the attention of the Board any issues that require disclosure to the Board of require action.  The Workforce Board will establish time limited Task and Finish Groups to deliver an HNY workforce transformation programme on its behalf. Membership of these Task and Finish Groups will be drawn from across the wider system and will be accountable to the Workforce Board.  The Workforce Board will also establish sub-groups to conduct planning and delivery in areas of work suited to a medium-term timeframe and in relation to financial investments. Membership of these sub-groups will be defined in relation to the work to be delivered and will be accountable to the Workforce Board.  The Chair/ Senior Responsible Officer and the HNY Executive Director of People will be responsible for identifying a Senior Responsible Officer or a Chair to provide strategic leadership for each Task and Finish Group and each sub-group.  To provide a consistent approach in receiving assurance back to the Workforce Board, all sub-groups groups accountable will complete a standardised form that will include key messages and shall draw the attention of any issues that require disclosure or require action. These forms will be managed by the secretariat and submitted to the Workforce Board following each meeting.  **Sub-Groups of the Workforce Board**   * People Story Committee * Health and Wellbeing Committee * Ethical International Recruitment Committee * Workforce Investment Committee * Education and Training Committee * Paybill and Agency Management Committee | |
| **10** | **Declarations of Interest, Conflicts and Potential Conflicts** | |
| Conflicts of interest will be managed in accordance with the ICB’s policies and procedures.  All committee members and attendees must adhere to the ICB’s Constitution and Conflicts of Interest policies.  Where the Chair or a member, or attendee, of the committee believes that they have any actual or perceived conflicts of interest in relation to one or more agenda items, they must declare this at the beginning of the meeting wherever possible, and always in advance of the agenda item being discussed. If the existence of an interest becomes apparent during a meeting, then this must be declared at the point at which it arises. It will be responsibility of the Chair to decide how to manage the conflict and the appropriate course of action in accordance with the policy.  Any interests which are declared at the meeting must be recorded within the minutes of the meeting. Individuals (including those employed by other organisations) must also ensure that they comply with both the ICB’s and their employing organisation’s policies / professional codes of conduct with regard to the recording of declarations. | |
| **11** | **Freedom of Information Act 2000** | |
| The minutes and papers of this Committee are considered public documents, except where matters are specifically deemed to be unsuitable for publication. This will usually be due to draft work in progress, issues of confidentiality, or commercial sensitivity. | |
| **12** | **Secretariat and Administration** | |
| The Committee shall be supported with a secretariat function from the ICB People 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 by the Secretariat. Those that do not meet a minimum of 75% attendance in a 12 month period are highlighted to the Chair.   + Records of members’ appointments and renewal dates are maintained and the Committee 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 Board.   + The 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.   + The secretariat is responsible for ensuring that the annual programme of business is regularly updated according to the Committees objectives and associated risks. | |
| **13** | **Virtual Meetings / Recording of Meetings** | |
| Before starting a recording, the Chair is legally required to inform attendees if the meeting is being recorded and / that the purpose of the recording is as an administrative tool to support the provision of clear and accurate minutes.  The recording is only retained for the period of drafting the minutes and then subsequently deleted from all systems.  No person admitted to a meeting of the Committee will be permitted to record the proceedings in any manner without written approval from the Chair. | |
| **14** | **Review** | |
| The Committee will review its effectiveness at least annually.  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 Board for approval. | |
| Date of group inception | June 2022 |
| Date of last review of terms of reference and membership | February 2025 |
| Lead responsible for reviewing terms of reference | Chair of the HNY Integrated Care Workforce Board |
| Date of next planned review | February 2026 |