SHaWL (Strategic HR and Workforce Leads Network)

Terms of reference

Introduction

The Strategic HR and Workforce Leads (SHaWL) Network provides a forum for HR professionals who are engaged in HR strategic plans and oversee the delivery of HR support in children’s and adult hospice’s and the palliative care sector across the UK.

The organisation and work of the HR Leads National Network in Children and Adult Hospices and Palliative Care will be overseen by an executive team hereafter known as the SHaWL.

The SHaWL has been established with the support of Hospice UK to achieve the following aims:

- To provide a strategic HR voice within the field of hospice and palliative care.
- To advance the role of HR within hospice and palliative care
- To work with ECLIHP (Executive Clinical Leads in Hospice and Palliative Care) and NHEC (National Hospice Education Consortium) and any other relevant group to support workforce planning and development
- To provide a cogent voice relating to workforce perspectives of service, planning and delivery engaging in constructive lobbying as necessary.
- To be a key reference point for hospice and palliative care colleagues on strategic HR issues, workforce planning and development
- To provide support in developing HR and other leaders in the hospice and palliative care sector

The members of the SHaWL shall use their knowledge and experience to develop and implement a programme of work that is deemed to be of value to strategic and operational HR colleagues in children and adult hospices and palliative care.

Membership of the SHaWL

- The Chair and Deputy Chair of the SHaWL will be appointed by members of the SHaWL.
- The maximum number of members should be 13 including the Chair and Deputy Chair. This is to reflect the approximate number of regional areas across the UK that align to the Hospice UK advisory council and ECLIHP regions. These are listed in appendix 1. Our aim, as the network develops, is to achieve membership that reflects those regions to ensue ease of linkage.
- A member of the regional HR network is invited to attend the SHaWL’s meeting in the absence of the regional representative.
- Hospice UK will offer the services of nominated staff members with relevant expertise to support the SHaWL and the wider HR National Network, attending at least two meetings a year as active members of the group, although they will not have voting
rights including any votes related to the appointment of the chair and deputy. There will be also be a Hospice UK person to take minutes and at least one other to support, engage and input in the meetings and related work as appropriate.

- Each member shall serve for a term of three years subject to a maximum of two consecutive terms. Terms of service shall commence from the date of the first meeting of the SHaWL attended by each member.
- The Chair may invite other individuals or representatives to attend all or part of any meeting as and when appropriate to ensure a rich and appropriate mix of knowledge and skills in the face of issues emerging.
- Any person appointed to be a member of the SHaWL may resign by notice to the Chair.
- If any person who is appointed as a member of the SHaWL fails to attend three consecutive meetings then the Chair may ask the person to leave the SHaWL.
- The SHaWL will have the authority to set up small task and finish committees to look at specific issues or topics. These sub-committees will be chaired by a member of the SHaWL.
- The SHaWL reserves the right to co-opt individuals with specific expertise and or interest.
- The membership of the SHaWL should ensure that there are mechanisms in place to enable robust communication between the SHaWL and the HR regional network members.

**Quorum**

The quorum necessary for each meeting to go ahead shall require two thirds of the members.

**Frequency and conduct of meetings**

- A minimum of four meetings will be held each year.
- Any member is entitled to add items to the agenda. To do this they need to reach the Chair at least two weeks before the meeting.

**Notice of meetings**

- A calendar of meetings will be agreed on a rolling 12 month basis.
- Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the SHaWL and any other person required to attend one week before the date of the meeting. Supporting papers shall also be sent to members and to other attendees within the same time frame as appropriate.

**Secretariat and Minutes of meetings**

- Hospice UK will maintain a membership list and organise the meetings of the SHaWL.
- Hospice UK will record the minutes of the meetings and circulate these promptly to the Chair to ensure accuracy.
- The Chair will sign off the minutes and store in PDF version in the agreed website location; this can be via an electronic signature on to the Hospice IQ site for access by all SHaWL members.

**Duties**

The members of the SHaWL shall use their knowledge and experience to develop and implement a programme of work reflective of the needs/aspirations of the national network.
The members will also undertake to plan and deliver an annual HR conference or meeting at which all members of the national network can meet to discuss relevant issues and how they are best met at a collective level.

Hospice UK will organise the agreed annual event on behalf of the SHaWL members. It will assist with planning and costs. It is anticipated that the charge of attendance to delegates will support the annual work of the SHaWL and any other work as agreed.

Individual members of the SHaWL have specific areas of work:

**Chair:**
- To oversee the work streams of the SHaWL and ensure all are working to the agreed plan.
- To lead on the meetings of the SHaWL.
- To ensure that the SHaWL works to the terms and conditions as agreed.
- To collaborate closely with Hospice UK.
- To be responsible for signing off minutes of meetings.

**Deputy Chair:**
- To support the Chair post as required in meeting the above and deputise in Chair absence.

**All members:**
- To commit to attending agreed number of meetings.
- To lead on allocated work streams on behalf of the SHaWL.
- To communicate with other HR colleagues across the UK and promote local /regional HR communication.

**Authority and reporting**
- The SHaWL works alongside ECLIHP and NHEC and reports the progress of the SHaWL to these groups.
- The SHaWL will produce an annual report of its work to share with Hospice UK, local/regional HR networks.
- The Chair will be invited to attend the relevant Hospice UK board committee meeting to present the annual report of work and to confirm the ongoing HUK support for work going forward.
- The response of Hospice UK to any recommendations made by the SHaWL will depend on a number of factors including staffing, resources and the schedule of delegation.
- Authority may be delegated to the SHaWL for specific activities agreed by its members and Hospice UK in partnership.
- The terms and conditions of the SHaWL will be reviewed on a two-yearly cycle commencing 2017.

**Budget**
To be agreed with Hospice UK