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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	17th January 2019	Agenda Item	1f
Report Title	Workforce and Organisational Development (OD) Committee Work Programme		
Report Author	Liz Stauber, Committee Services Manager		
Report Sponsor	Pam Wenger, Director of Corporate Governance Hazel Robinson, Director of Workforce and OD		
Presented by	Hazel Robinson, Director of Workforce and OD		
Freedom of Information	Open		
Purpose of the Report	The purpose of the report is to outline the proposed work programme for the Workforce and OD Committee.		
Key Issues	<p>Workforce is viewed by the board as one of the most significant risks the organisation holds. With the current challenges on finance, performance and quality and safety, workforce issues need to be addressed to enable the organisation to progress and improve.</p> <p>As part of reviewing the governance structures, there has been some concern that the Workforce and OD Committee was not functioning as effectively as a board committee should. Over the past few months, it has benefitted from a new executive lead, chair and membership, which is an opportunity to develop the future remit of the committee. This proposed work programme will strengthen the governance arrangements.</p>		
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance
			Approval ✓
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> - NOTE the report; - APPROVE the work programme. 		

Workforce and Organisational Development (OD) Committee Work Programme

1. INTRODUCTION

The purpose of the report is to outline the proposed work programme for the Workforce and OD Committee.

2. BACKGROUND

Workforce is viewed by the board as one of the most significant risks the organisation holds. With the current challenges on finance, performance and quality and safety, workforce issues need to be addressed to enable the organisation to progress and improve.

As part of reviewing the governance structures, there has been some concern that the Workforce and OD Committee was not functioning as effectively as a board committee should. Over the past few months, it has benefitted from a new executive lead, chair and membership, which is an opportunity to develop the future remit of the committee. This proposed work programme will strengthen the governance arrangements.

3. GOVERNANCE AND RISK ISSUES

At its meeting in July 2018, the committee agreed revised terms of reference. These made provisions for the scope and membership of the committee to be expanded and for the frequency of meetings to increase to monthly. Then in August 2018, it discussed and agreed the idea to establish a Workforce and OD Forum as there was concern that there was no space in which operational issues could be discussed and there was a risk that they would stray into the remit of the committee. The terms of reference for the forum were agreed in November 2018, providing the committee with the opportunity to consider and develop its own work programme.

The committee took the opportunity to discuss its future remit at its meeting in November 2018. However, it was noted by members that some workforce issues were now part of the work programmes for other board level committees, in particular, the Performance and Finance Committee. It was felt that in order for the Workforce and OD Committee to have a rounded, holistic view of all workforce issues, these report areas should transfer into its remit. These are marked with red stars on the attached draft work programme (**appendix 1**).

One of the key reports currently received by the Performance and Finance Committee is the medical agency cap. Given the impact that vacancies has on compliance, it would be more relevant for this to be part of the Workforce and OD Committee. Members also agreed that it needed to have a particular focus on workforce strategies, including those for recruitment and retention, with particular focus on areas which were proving challenging such as medical and nursing staff, which the medical agency cap has a bearing upon. Moreover, the same can be applied to the vacancy control panel updates which are currently on the Performance and Finance Committee agenda.

While it is proposed to reintegrate the workforce metrics into the Workforce and OD committee's work programme, this is on a noting basis only, with the robust discussion still occurring at the Performance and Finance Committee. This is to provide the Workforce and OD Committee with a high-level summary of the key issues and to give

it the opportunity to identify areas on which to focus on as 'deep dives', which have been listed on the work programme for every other meeting.

It is the opinion of the Workforce and OD Committee that if workforce systems are right, these would support other areas of the organisation to improve and it is essential that the health board has the right workforce to drive its agendas. In order for the committee to support and influence this, it needs to be able to consider all areas as a whole, rather than a number of committees considering issues separately and on a silo basis.

4. FINANCIAL IMPLICATIONS

There are no financial implications to note.

5. RECOMMENDATIONS

Members are asked to:

- **NOTE** the report;
- **APPROVE** the work programme.

Governance and Assurance							
Link to corporate objectives <i>(please ✓)</i>	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access	Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships	
						✓	
Link to Health and Care Standards <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
			✓				
Quality, Safety and Patient Experience							
Workforce and OD is an integral part of the governance structure which supports quality, safety and patient experience.							
Financial Implications							
There are no financial implications.							
Legal Implications (including equality and diversity assessment)							
There are no legal implications.							
Staffing Implications							
There are no staffing implications.							
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015 - https://futuregenerations.wales/about-us/future-generations-act/)							
The development of a work programme for the Workforce and OD Committee will help shape the long-term governance arrangements for the health board.							
Report History	Agreed by the executive board on 28 th November 2018 and Chairman's Advisory Group on 18 th December 2018.						
Appendices	Appendix 1 – draft Workforce and OD Committee work programme.						



Workforce and OD Committee Work Programme 2018-19



	Executive Lead	May	July	August	November	January	February	March	April
Preliminary Matters									
Minutes of the Previous Meeting	Director of Corporate Governance								
Action Log	Director of Corporate Governance								
Workforce and OD Committee Work Programme	Director of Corporate Governance								
Workforce Performance									
Integrated Performance Report (Workforce Metrics) ****	Director of Workforce and OD								
Vacancy Control Panel Decisions ****	Director of Workforce and OD								
Medical Agency Cap ****	Director of Workforce and OD								
Performance Metrics Deep Dives									
Vacancies and Turnover	Director of Workforce and OD								
Various topics	Director of Workforce and OD								
Workforce Strategies									
Workforce and OD Strategy	Director of Workforce and OD								
Medical Recruitment Strategy ****	Director of Workforce and OD								
Medical Vacancies Analysis/Recruitment and Retention	Director of Workforce and OD								
Nursing Vacancies Analysis/Recruitment and Retention	Director of Workforce and OD								
Nursing Standardised Shifts	Director of Nursing and Patient Experience								
Analysis of Nurse Rosters	Director of Nursing and Patient Experience								
Organisational Development									
Staff Survey ****	Director of Workforce and OD								
Bullying	Director of Workforce and OD								
Annual Equality Report	Director of Workforce and OD								

	Executive Lead	May	July	August	November	January	February	March	April
Risks, Controls and Governance									
Workforce Risk Register	Director of Workforce and OD								
Recovery and sustainability workstream	Director of Workforce and OD								
Legal review of case work and action plans	Director of Workforce and OD								
Nursing Staffing Levels (Wales) Act 2016	Director of Nursing and Patient Experience								
Workforce and OD Committee Terms of Reference	Director of Corporate Governance								
Workforce and OD Committee Annual Report	Director of Corporate Governance								
HIW KW report	Director of Workforce and OD								
Reports from Other Groups									
Workforce and OD Forum	Director of Workforce and OD								
Nursing and Midwifery Board	Director of Nursing and Patient Experience								
Medical Workforce Board	Medical Director								
Therapies and Health Science Group	Director of Therapies and Health Science								
Volunteering Group	Director of Therapies and Health Science								
Responsible Officer Advisory Group	Medical Director								
For Noting									
Occupational Health – Models for Future Service Delivery	Director of Workforce and OD								
Digital Strategy	Director of Workforce and OD								
Physicians Associates	Director of Workforce and OD								
Freedom to Speak Out Guardians	Director of Workforce and OD								
Current Status of Graduate Trainee Management Development Programmes	Director of Workforce and OD								
Personal Files	Director of Workforce and OD								
E-Job Planning	Director of Workforce and OD								
Nursing Exit Interviews	Director of Nursing and Patient Experience								