



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Abertawe Bro Morgannwg  
University Health Board



<b>Meeting Date</b>	<b>27<sup>th</sup> March 2019</b>	<b>Agenda Item</b>	<b>4.2</b>
<b>Report Title</b>	Workforce and Organisational Development Committee Terms of Reference		
<b>Report Author</b>	Liz Stauber, Committee Services Manager		
<b>Report Sponsor</b>	Hazel Robinson, Director of Workforce and OD		
<b>Presented by</b>	Hazel Robinson, Director of Workforce and OD		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	The purpose of the report is to set out the revised terms of reference for the Workforce and Committee for approval.		
<b>Key Issues</b>	There are a number of track changes to the terms of reference.		
<b>Specific Action Required</b> <i>(please ✓ one only)</i>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
<b>Recommendations</b>	Members are asked to : <ul style="list-style-type: none"> <li>• <b>NOTE</b> the report and <b>APPROVE</b> the revised terms of reference.</li> </ul>		

# REVISED TERMS OF REFERENCE FOR THE WORKFORCE AND OD COMMITTEE

## 1. INTRODUCTION

The purpose of the report is to set out the revised terms of reference for the Workforce and Organisational Development (OD) Committee for approval.

## 2. BACKGROUND

In-line with the standing orders, the health board established the Workforce and OD Committee to focus on 'all aspects of workforce as a resource aimed at ensuring the strategic and operational workforce agenda, priorities and work plan enables the delivery of the health board's objectives and supports quality and safety of healthcare and employment practice.' As such, terms of reference were developed to set out its role, responsibility and operating 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.

As part of the discussions, the need for a forum in which high risk workforce cases were considered was raised, but more clarity was needed as to how best to achieve this, as few board members needed to be involved as possible in case the need arose for them to be included in the investigations further down the line. To address this, a responsible officer advisory group has been established within the Medical Director's remit and this has been added to the terms of reference as a sub-group of the committee. An in-committee session of the Workforce and OD Committee will also take place, but with a reduced membership, in order to consider a routine review of all staff on suspensions.

At its February 2019 meeting, members considered the terms of reference and suggested that updates were required to the committee's purpose to reflect the fact that workforce metrics have transferred to its remit from that of the Performance and Finance Committee.

Minor alterations have also been made to the body of the terms of reference to update references to Welsh Government from assembly government and to change the Director of Corporate Governance's title from its previous iteration of Board Secretary.

## 4. FINANCIAL IMPLICATIONS

There are no financial implications for the committee to consider.

## 5. RECOMMENDATION

Members are asked to:

- **NOTE** the report and **APPROVE** the revised terms of reference.

<b>Governance and Assurance</b>							
<b>Link to corporate objectives</b> <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
<b>Link to Health and Care Standards</b> <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
<b>Quality, Safety and Patient Experience</b>							
Ensuring the committee carries out its business appropriately and aligned with standing orders is a key factor in the quality, safety and experience of patients receiving care.							
<b>Financial Implications</b>							
No financial implications for the committee to be aware of.							
<b>Legal Implications (including equality and diversity assessment)</b>							
It is essential that the committee complies with its standing orders, for which its responsibilities are outlined in its terms of reference.							
<b>Staffing Implications</b>							
No staffing implications for the committee to be aware of.							
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015 - <a href="https://futuregenerations.wales/about-us/future-generations-act/">https://futuregenerations.wales/about-us/future-generations-act/</a>)</b>							
The approval of the terms of reference will enable the committee to continue as one of the main assurance committees to the board.							
<b>Report History</b>	The terms of reference are received by the committee at least annually for review.						
<b>Appendices</b>	The revised terms of reference are attached as appendix one.						

Workforce &  
Organisational Development (OD)  
Committee

Terms of Reference & Operating  
Arrangements

## 1. INTRODUCTION

- 1.1 The LHB's standing orders provide that "*The Board may and, where directed by ~~the Assembly~~Welsh Government must, appoint Committees of the LHB either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board's commitment to openness and transparency in the conduct of all its business extends equally to the work carried out on its behalf by committees*".
- 1.2 In line with standing orders (and the LHB's scheme of delegation), the Board shall nominate annually a committee to be known as the **Workforce & Organisational Development (OD) Committee**. This committee's focus is on all aspects of workforce as a resource aimed at ensuring the strategic and operational workforce agenda, priorities and work plan enables the delivery of the LHBs objectives and supports quality and safety of healthcare and employment practice.
- 1.3 The detailed terms of reference and operating arrangements set by the Board in respect of this committee are set out below.

## 2. PURPOSE

- 2.1 The Workforce & OD Committee "the Committee" is established for the following purposes:
- **To provide assurance** – in relation to the LHB's arrangements for workforce & OD ensuring they are in accordance with its stated objectives and the requirements and standards determined for the NHS in Wales;

- To provide assurance to the Board in relation to the LHB's arrangements for the implementation of remuneration agreements and terms and conditions including contractual arrangements, for all staff, in accordance with the requirements and standards determined for the NHS in Wales and to perform certain, specific functions on behalf of the Board. This will exclude issues considered by the Remuneration and Terms of Service Committee.
- ~~To p~~**Plan and design** – a forum at which strategic workforce priorities can be ~~identified-discussed and agreed, providing assurance to the board~~ identified-discussed and agreed, ~~providing assurance to the board~~ providing assurance to the board ~~vehicle for that~~ organisation wide multi-disciplinary ~~discussion and strategic workforce planning is being addressed~~ to support the development of workforce strategies and initiatives;
- To make decisions and provide advice ~~and assurance and~~ – on behalf of the Board ~~determine-support and agree~~ workforce solutions and initiatives for implementation within the organisation. ~~and p~~**Provide** evidence based and timely **advice** to the Board to assist it in discharging its functions and meeting its responsibilities with regard to workforce & OD matters;

2.2 The Committee will ~~not~~ routinely consider workforce matters that form part of the responsibility and that fall within the Terms of Reference of another LHB Committee. As such workforce performance metrics (~~reviewed by the Finance and Performance Committee~~) and the identified workforce projects and initiatives being managed through the Recovery and Sustainability will ~~not~~ feature within the core work of the Committee.

2.3 The Committee shall have no powers to develop or modify existing pay schemes.

### 3. KEY ACTIVITIES, DELEGATED POWERS AND AUTHORITY

#### Key Activities

3.1 With regard to its role in providing advice and assurance to the Board, the key activities of the Committee will include:

- Support and inform the development of a multi-disciplinary People Strategy for the Health Board, through the identification of key workforce priorities which:
- take account and responds to the outcomes and objectives of the Parliamentary Review
- identify and inform strategic workforce issues and ensure these are reflected in the Integrated Medium Term Plan (IMTP)
- enhance service/quality improvement;
- deliver sustained performance improvement and the organisational effectiveness of the workforce
- In respect to the development of a People Strategy the following areas of Workforce and OD activity will be specifically considered and informed by the Committee. The purpose being to develop plans and policy in the following areas of the strategic workforce agenda.
- Interventions to enhance staff engagement and experience, to include further embedding of Organisational values
- Review the outcomes of national and Organisational staff surveys to inform action and improvement plans
- Plans to enhance medical engagement
- Leadership development and management development
- Staff education and development, building teams, talent management and succession planning
- Recruitment and retention, to include the Widening Access and Working Longer agendas
- Prudent workforce resourcing encompassing workforce planning, role redesign, new role opportunities aligned to clinical service strategies
- Digital workforce solutions strategy and implementation
- Staff Health and well-being services ~~(not covered within the R&S work programme)~~
- Relationships with educational partners
- Oversee and ensure the alignment of the LHB's Workforce & OD policies and frameworks with those of NHS Wales, including the future role, remit and relationship with Health Education Improvement Wales (HEIW) and the development of a workforce across the Health and Social care sectors in line with the recommendations of the Parliamentary review of Health and Social Care January 2018
- Oversee the application of key workforce related legislation and contractual arrangements to support long-term business goals and outcomes
- Monitor action taken in response to internal and external reports relating to workforce in terms of the organisation not individuals

- Ensure that medical education issues affecting junior doctors including rota risks are reported to the Committee, which in turn will be reported to the Board to meet the requirements of the GMC.
- Routinely review all staff on suspension.
- Routinely review significant, sensitive and high-risk employee relations cases

### **Areas of Assurance**

- 3.2 The Committee will, in respect of its assurance role, seek assurances that governance (including risk management) arrangements are appropriately designed and operating effectively to ensure the delivery of the workforce & OD agenda across the full range of the LHB's services and oversee the delivery of agreed workforce priorities.
- 3.3 The Committee's will ensure that, in relation to all aspects of workforce & OD:
- there is clear, consistent strategic direction, strong leadership and transparent lines of accountability;
  - the workforce is appropriately selected, trained, supported and responsive to the needs of the service, ensuring that professional standards and registration/revalidation requirements are maintained;
  - there is an ethos of continual quality improvement and regular methods of updating the workforce in the skills needed to demonstrate quality improvement throughout the organisation;
  - there is good team working, collaboration and partnership working to provide the best possible outcomes for its citizens;
  - there is continuous improvement in the workforce & OD agenda across the whole organisation – continuously monitored through the Healthcare and Standards for Wales;

### **Authority**

- 3.4 The Committee is authorised by the Board to investigate or have investigated any activity within its terms of reference. In doing so, the Committee shall have the right to inspect any books, records or documents of the LHB relevant to the Committee's remit and ensuring patient/client and staff confidentiality, as appropriate. It may seek any relevant information from any:



- Employee (and all employees are directed to cooperate with any reasonable request made by the Committee); and
- Other committee, subcommittee or group set up by the Board to assist it in the delivery of its functions.

3.5 The Committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers it necessary, in accordance with the Board's procurement, budgetary and other requirements.

### Access

3.6 The Head of Internal Audit shall have unrestricted and confidential access to the Chair of the Workforce & OD Committee.

3.7 The Committee will meet with Internal Audit [and, as appropriate, nominated representatives of Wales Audit Office / Healthcare Inspectorate Wales] without the presence of officials on at least one occasion each year.

3.8 The Chair of the Committee shall have reasonable access to Executive Directors and other relevant senior staff.

### Working Groups

The Committee may establish task and finish groups to carry out work on its behalf and will ask for report from existing groups where appropriate to include:

- Medical Workforce Group
- Nurse staffing Act Task and Finish Group
- Workforce Information System Board
- Health Professions Forum
- Therapies and Health Science Working Group
- Volunteers' Group
- Responsible Officer Advisory Group

## MEMBERSHIP

### Members

4.1 Membership will comprise of the following 4 Members:

Chair	Non Officer Member of the Board
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Vice Chair	Non Officer Member of the Board
Members	Two other Non Officer Members of the Board.

### Attendees

- |     |               |   |
|-----|---------------|---|
| 4.2 | In attendance | <p>Director Workforce and OD</p> <p>Assistant Directors of Workforce and OD</p> <p>Medical Director or nominated deputy</p> <p>Director of Nursing or nominated deputy</p> <p>Director of Therapies and Health Sciences or nominated deputy</p> <p>Chief Operating Officer (or nominated deputy)</p> <p>A representative from each Delivery Unit to reflect a full spread of professions and functions</p>  |
| 4.3 | By invitation | <p>The Committee Chair may extend invitations to attend committee meetings as required to the following:</p> <ul style="list-style-type: none"> <li>- The Chief Executive</li> <li>- Other Executive Directors; and/or</li> <li>- Any representative of operational service management as requested by the committee</li> <li>- Any representative of Swansea University</li> <li>- Any others officials from within or outside the organisation to attend all or part of a meeting to assist it with its discussions on any particular matter</li> </ul> |

### Secretariat

- |     |           |   |
|-----|-----------|---|
| 4.4 | Secretary | As determined by the <del>Board</del> <u>Secretary/Director of Corporate Governance</u> . |
|-----|-----------|---|

### Member Appointments

- 4.5 The membership of the Committee shall be determined by the Board, based on the recommendation of the LHB Chair – taking account of the balance of skills and expertise necessary to deliver the committee’s remit and subject to any specific requirements or directions made by the Welsh Government.
- 4.6 Members terms of office will be reviewed annually by the Board Chairman. A member may resign or be removed by the Board.
- 4.7 Terms and conditions of appointment, (including any remuneration and reimbursement) in respect of co-opted independent external members are determined by the Board, based upon the recommendation of the LHB Chair

#### **Support to Committee Members**

- 4.8 The ~~Board Secretary~~Director of Corporate Governance , on behalf of the Committee Chair, shall:
- Arrange the provision of advice and support to committee members on any aspect related to the conduct of their role.

## **5. COMMITTEE MEETINGS**

### **Quorum**

- 5.1 At least two members must be present to ensure the quorum of the Committee, including either the committee Chair or Vice Chair.

### **Frequency of Meetings**

- 5.2 Meetings shall be held monthly. The format of the Committee will operate on a bi-monthly cycle, with alternating months used for either development, planning and visioning to inform the development of key issues for consideration, decision and approval and assurance.

### **Withdrawal of individuals in attendance**

- 5.3 The Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

## **6. RELATIONSHIPS & ACCOUNTABILITIES WITH THE BOARD AND ITS**

## COMMITTEES/GROUPS

- 6.1 Although the Board has delegated authority to the Committee for the exercise of certain functions as set out within these terms of reference, it retains overall responsibility and accountability for ensuring the workforce & OD agenda. The Committee is directly accountable to the Board for its performance in exercising the functions set out in these terms of reference.
- 6.2 The Committee, through its Chair and members, shall work closely with the Board's other committees, including joint (sub) committees and groups to provide advice and assurance to the Board through the:
- joint planning and co-ordination of Board and Committee business; and
  - sharing of information
- in doing so, contributing to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall risk and assurance framework. This will be achieved primarily through the **Audit Committee**.
- 6.3 The Committee shall embed the LHB's corporate standards, priorities and requirements, e.g., equality and human rights through the conduct of its business.

## 7. REPORTING AND ASSURANCE ARRANGEMENTS

- 7.1 The Committee Chair shall:
- Report formally, regularly and on a timely basis to the Board on the Committee's activities. This includes verbal updates on activity, the submission of committee minutes and written reports, as well as the presentation of an annual report;
  - bring to the Board's specific attention any significant matters under consideration by the Committee;
  - Ensure appropriate escalation arrangements are in place to alert the LHB Chair, Chief Executive or Chairs of other relevant committees of any urgent/critical matters that may compromise patient care and affect the operation and/or reputation of the LHB.
- 7.2 The Board may also require the Committee Chair to report upon the committee's activities at public meetings, e.g. AGM, or to community partners and other stakeholders, where this is considered appropriate,

e.g. where the committee's assurance role relates to a joint or shared responsibility.

- 7.3 The ~~Board Secretary~~Director of Corporate Governance, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee's performance and operation including that of any sub committees established.

## **8. APPLICABILITY OF STANDING ORDERS TO COMMITTEE BUSINESS**

- 8.1 The requirements for the conduct of business as set out in the LHB's Standing Orders are equally applicable to the operation of the Committee, except in the following areas:
- Quorum
  - Notice of meetings
  - Notifying the public of Meetings
  - Admission of the public, the press and other observers

## **9. REVIEW**

- 9.1 These terms of reference and operating arrangements shall be reviewed annually by the Committee with reference to the Board.