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Abertawe Bro Morgannwg
University Health Board



Meeting Date	13th November 2018	Agenda Item	2b
Report Title	Workforce and Organisational Development (OD) Forum		
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 provide an update in relation to the establishment of a workforce and OD forum.		
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, it is clear that the lack of an operational workforce and OD forum is a risk to the organisation, and the Workforce and OD Committee is therefore not functioning as effectively as a board committee should. This proposal will strengthen the governance arrangements.</p>		
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance
Recommendations	<p>The committee is asked to:</p> <ul style="list-style-type: none"> - note the report; - consider and ratify the workforce and OD forum terms of reference; - consider scheduling the next meeting of the Workforce and OD Committee in the new year while its remit and that of the forum is established. 		

Workforce and Organisational Development Forum

1. INTRODUCTION

The purpose of the report is to provide an update in relation to the establishment of a workforce and OD forum.

2. BACKGROUND

Within its governance structure, the health board currently has a board-level Workforce and OD Committee, chaired and attended by independent members. Its remit has changed considerably over the last 12 months, as a number of the areas on which it used to seek assurance are now reported elsewhere, for example workforce metrics. Discussions have been undertaken as to whether the committee should be stood-down, however members' consensus currently is that it should remain in order to provide a vehicle for strategic workforce issues to be discussed.

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, alternating between formal agendas and informal discussions.

The committee last met on 16th August 2018 and considered a formal agenda, but the feedback from members noted that some of the items were more operational than of assurance, and should have been considered by the executive board first and worked into a proposal and/or actions for the committee to consider.

The ensuing discussion identified that this was a result of the organisation not having an operational forum in which to discuss such issues, therefore it was suggested that one be established and report to the executive board. Once this was in place, the committee would be able to consider if needed to remain extant, and if so, determine its focus as to the strategic issues that it should be considering.

As a result, a proposal to establish such a forum was considered and approved by the executive board at its meeting on 22nd August 2018. Following this, terms of reference for forum were drafted and agreed by the executive board at its meeting on 10th October 2018. These are at **appendix 1** for ratification by the committee.

4. FINANCIAL IMPLICATIONS

There are no financial implications to note.

5. RECOMMENDATION

The committee is asked to:

- **note** the report;
- **consider** and **ratify** the workforce and OD forum terms of reference;
- **consider** scheduling the next meeting of the Workforce and OD Committee in the new year while its remit and that of the forum is established.

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 decision to establish a workforce and OD forum will help shape the long-term governance arrangements for the health board.							
Report History	First report to the committee.						
Appendices	Appendix 1 – draft terms of reference for the Workforce and OD Forum						



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Workforce and OD Forum Terms of Reference

1. INTRODUCTION

The Workforce and Organisational Development (OD) Forum has been established to support the role and function of workforce and OD throughout ABMU Health Board.

2. PURPOSE

The Workforce and OD Forum provides a means of systematically managing the workforce and OD agenda within the health board including the sharing of best practice. The main purpose of the forum is to ensure workforce and OD mechanisms are operating effectively and consistently across the health board and to escalate risks relating to workforce and OD to the executive board, senior leadership team and health board via appropriate sub-committee.

3. OBJECTIVES

The objectives of the forum are:

- to provide an arena for the sharing of best practice in relation to the workforce agenda;
- to discuss and develop the health board's people and organisational development strategies ensuring that they are consistent with the board's strategic direction, workforce priorities and with any requirements/standards set for NHS bodies in Wales;
- consider the implications for workforce planning arising from the development of health board strategies and plans or those of its stakeholders and partners, including those arising from joint (sub) committees of the board. Identifying and informing strategic workforce issues and ensuring these are reflected in the integrated medium term plan (IMTP);
- To discuss and develop workforce modernisation plans, to ensure the sustainability of current and future workforce models;
- To consider recruitment and retention across the health board and develop plans to improve this including workforce re-profiling to support workforce modernization;
- Consider organisational development implications and advise in the development of plans required to deliver the change in culture, effective leadership, innovation and continuous improvement and processes required by the health board;
- Support the development of interventions to enhance staff engagement and experience, to include further embedding of organisation's values;
- Review the outcomes of national and health board staff surveys to inform action and improvement plans;
- To consider data and evidence available in relation to workforce performance and service delivery, monitoring workforce performance indicators. This may include discussing and advising on action in response to trends, themes and issues arising from health board data, national reviews, audits, advisory bodies and reported concerns;
- To seek comparisons to organisations inside and outside of Wales so that benchmarking can be used to drive up standards;
- Monitor employee relations activity across the organisation to identify trends and agree relevant strategy for issues identified;
- Discuss and proactively address the educational needs of the current and future workforce.

4. ORGANISATION

Executive sponsor: Director of Workforce and OD

Membership:

- Director of Workforce and OD (chair) or designated deputy
- Chief Operating Officer (vice-chair) or designated deputy
- Director of Nursing and Patient Experience or designated deputy
- Medical Director or designated deputy
- Assistant Directors of Workforce and OD
- A service director
- A unit medical director
- A unit nurse director
- A workforce representative from each service delivery unit
- Trade union

By invitation

The forum chair may extend invitations to attend forum meetings as required.

Secretariat

As determined by the Director of Workforce and OD.

5. MEETINGS

- **Quorum**

At least seven members must be present to ensure the quorum of the forum, including the chair or vice-chair.

- **Reporting**

The forum will provide an assurance report to the executive board and/senior leadership team on a bi-monthly basis.

- **Frequency of Meetings**

Meetings will be held bi-monthly.

- **Organisation of meetings**

Requested papers will be received by the forum secretary at least 10 days before a meeting and circulated to members via email seven days in advance of a meeting.

- **Evaluation of the Forum**

Forum members will undertake an annual self-assessment to determine its effectiveness which will be the responsibility of the chair.

6. KEY RELATIONSHIPS

The forum will provide assurance and be accountable to the executive board.

Each service delivery unit and lead of relevant group should provide an assurance report to the forum for their areas of responsibility in relation to workforce.

7. REPORTING AND ASSURANCE ARRANGEMENTS

The forum will report to the executive board and/or senior leadership team and will provide regular assurance reports to the relevant board sub-committee.

8. REVIEW

These terms of reference will be reviewed annually by the forum.