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WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe

Swansea Bay University  
Health Board

# Workforce and Organisational Development (OD) Committee Terms of Reference



## 1. INTRODUCTION

The health board's standing orders provide that "*The board may and, where directed by Welsh Government must, appoint committees of the health board 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*".

In line with standing orders (and the health board's scheme of delegation), the board shall nominate annually a committee to be known as the **Workforce and 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 health board's objectives and supports quality and safety of healthcare and employment practice.

The detailed terms of reference and operating arrangements set by the board in respect of this committee are set out below.

## 2. CONSTITUTION AND PURPOSE

The Workforce and OD Committee will seek assurance on:

- **Health and Wellbeing** – that there is an integrated approach to staff health and wellbeing with the aim of reducing staff sickness related to mental health and increasing resilience of staff;
- **Staff Experience** – that there is a strategic approach to increasing positive engagement index, and reducing formal grievance procedures;
- **Recruitment and Retention** that there is a robust and strategic approach on which progress is made;
- **Workforce Development** – to ensure there is effective, integrated approaches to the development of the workforce and its contribution to the objectives of the organisation;;
- **Widening access and participation** – compliance with workforce equality, diversity and inclusion legislative requirements, including Welsh language and cultural identity

and review/agree:

- People Plan;
- Health and wellbeing strategy
- Recruitment and retention strategy

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

## 3. SCOPE AND DUTIES

### Key Activities

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 Plan for the health board, through the identification of key workforce priorities which:
- take account and responds to the outcomes and objectives of the Health Wales strategy;
- identify and inform strategic workforce issues and ensure these are reflected in the annual plan/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 plan 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
  - Relationships with educational partners
  - Oversee and ensure the alignment of the health board'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
- Review, on behalf of the board, suspensions on behalf of the board as part of the Upholding Professional Standards in Wales policy, including the report from any designated board member for cases which exceed the six-month exclusion mark.

## Areas of Assurance

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 Health board's services and oversee the delivery of agreed workforce priorities.

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

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 health board 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.

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.

## 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:

- Workforce and OD Delivery Group
- Medical Workforce Group
- Nursing and Midwifery Board
- Therapies and Health Science Working Group
- Volunteers' Group
- Responsible Officer Advisory Group

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#### 5. ACCESS




The head of internal audit shall have unrestricted and confidential access to the chair of the Workforce and OD Committee.

The chair of the Workforce and OD Committee shall have reasonable access to executive directors and other relevant senior staff.

#### 6. MEMBERSHIP

The committee shall comprise a minimum of three independent members of the board. It may also co-opt additional independent "external" members from outside the organisation to provide specialist skills, knowledge and expertise. Executive directors with responsibility for Workforce and OD should also be in attendance. The chief executive and other executive directors should attend from time to time as required by the committee chair

Executive Director	Membership	Frequency of Attendance
Director of Workforce and OD	In attendance	Every meeting


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Director of Nursing and Patient Experience	In attendance	Every meeting
Executive Medical Director	In attendance	Every meeting
Director of Therapies and Health Science	In attendance	Every meeting
Director of Corporate Governance	In attendance	Every meeting

The membership of the committee shall be determined by the board, based on the recommendation of the Chair, and subject to any specific requirements or directions made by the Welsh Government.

The Chair and Chief Executive will attend meetings at their discretion and the Director of Corporate Governance will routinely attend meetings, ensuring governance support and advice is available to the committee chair.

The committee chair may invite other executive directors or health board officials to attend all or part of a meeting to assist it with its discussions on any particular matter (except when issues relating to their personal remuneration and terms and conditions are being discussed).

## 5. COMMITTEE MEETINGS

### Quorum

At least two members must be present to ensure the quorum of the committee, two of whom must be independent members. To ensure meetings are quorate, the chair can invite other independent members to attend.

### Chair

An independent member shall chair the committee.

### Secretariat

The Director of Corporate Governance will determine the secretarial and support arrangements for the committee

### Frequency of Meetings

Meetings shall be held on a monthly basis.

### Committee Meetings

A standard agenda must be used as the basis for discussion at each meeting. Minutes prepared following a meeting shall be circulated to members and retained by the Director of Corporate Governance as formal record of the decision making for a period of seven years.

### Withdrawal of Individuals in attendance

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.

The 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; and

- ensure the provision of a programme of organisational development for committee members as part of the health board's overall organisational development programme developed by the Director of Workforce and Organisational Development.

## **8. RELATIONSHIPS AND ACCOUNTABILITIES WITH THE BOARD AND ITS COMMITTEES/GROUPS**

The committee is directly accountable to the board for its performance in exercising the functions set out in these terms of reference.

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.

The committee shall embed the health board's corporate standards, priorities and requirements, e.g., equality, diversity and human rights through the conduct of its business.

## **9. REPORTING AND ASSURANCE ARRANGEMENTS**

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 health board 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 health board.

The board may also require the committee chair to report upon the committee's activities at public meetings or to community partners and other stakeholders, where this is considered appropriate, for example where the committee's assurance role relates to a joint or shared responsibility.

The 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.



The committee shall provide a written annual report to the board on its activities, which will also record the results of the committee's self - assessment and evaluation.

## 10. APPLICABILITY OF STANDING ORDERS TO COMMITTEE BUSINESS

The requirements for the conduct of business as set out in the health board'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
- paper circulation.
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## 11. REVIEW

These terms of reference and operating arrangements shall be reviewed annually by the committee with reference to the board.

