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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	10 July 2020	Agenda Item	2.1
Report Title	Workforce & OD Framework		
Report Author	Hazel Robinson, Director of Workforce and OD		
Report Sponsor	Hazel Robinson, Director of Workforce and OD		
Presented by	Hazel Robinson, Director of Workforce and OD		
Freedom of Information	Open		
Purpose of the Report	To present an updated Strategic Workforce & OD Framework 2019 – 2022 following discussion at previous meetings.		
Key Issues	The Workforce & OD Framework has been developed to enable the delivery of the organisational strategy Better Health, Better Care, Better Lives and the Clinical Services Plan through the alignment of our staff, ensuring we have the right people in the right place at the right time and that we are able to deliver excellence through our staff.		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommendations	Members are asked to note the updated Workforce & OD Framework and endorse the revised Workforce & OD Framework priorities.		

WORKFORCE & OD FRAMEWORK

1. INTRODUCTION

To present an updated Strategic Workforce & OD Framework 2019 – 2022.

2. BACKGROUND

The impact of the COVID 19 pandemic has had a fundamental impact on all parts of the organisation's routine business, with all services changing to support the immediate response to the pandemic crisis. This has impacted not only on the organisation and delivery of clinical services but also the work, focus and priorities of corporate functions.

It should be recognised that the routine work of the Workforce and OD function came to a hard stop in March 2020 as the initial pandemic broke. The efforts of all staff and functions were immediately repurposed to focus almost exclusively on activities to support the organisational response to the emerging crisis.

The impact of this has been significant and the Workforce and OD team have responded magnificently. Roles, responsibilities and boundaries have been blurred and an 'all hands to the pump' philosophy adopted. Work is now in train to return to a 'new normal' and wherever possible re-establish routine ways of working as the Health Board works to re-establish its focus on the delivery of essential services in the world where COVID remains an ever present part of the daily life of the organisation.

3. PURPOSE

The purpose of this paper is to review the commitments outlined within the current Workforce and OD Framework and outline the priorities and focus for the work for the W&OD function for the remainder of the 2020/21 year. It is proposed that the progress against the W&OD Framework and the revised priority objectives are kept under continue review during the remainder of the year to ensure that appropriate progress continues to be made, with an ongoing opportunity to readjust and revise the ambitions outlined within the Framework document in response to changing and currently unknown circumstances.

It should be recognised that in part the rate limiting factor to the delivery of some of the commitments outlined within the Framework lies not only with the Workforce and OD itself but with the wider organisation and the ability and time of managers and staff to contribute or participate in the work required as their focus and attention continues to be prioritised to support the organisation to return to a new normal.

Review of the Framework

The W&OD senior team have individually and collectively reviewed the current commitments expressed the Framework document and have developed a revised proposition for consideration and discussion by the Workforce and OD Committee.

In summary the review has confirmed that the broad direction of travel remains entirely consistent with the ambitions outlined in the original Framework. However, there are elements of the Framework that cannot be taken forward at the pace originally anticipated. Equally there are areas of work that following the COVID pandemic need

to be reframed in a different way as a consequence of the impact of the pandemic. Finally, there are additional areas of work that require new attention and focus as a consequence of the impact of the pandemic.

The Framework has been reviewed considering the following:

- Activity to currently on hold
- Activity to continue at original pace or slower pace
- Activity to continue but do differently
- New and additional areas of work

It should be noted that there are a small number of TBCs in the document which required further detailed discussion with other Executive Director colleagues. The position on these areas of work will be confirmed in the near future.

It should also be noted that there are many areas where the work programme has been revised to take account of the impact of COVID and the lessons learnt and required new ways of working.

The updating of the framework has not attempted to record the enormous work that was undertaken in support of the organisational response to the pandemic. These actions are already captured as part of the Quarter 1 and 2 planning returns to Welsh Government.

It is also important to recognise that COVID related work has not gone away and the team continue to undertake a significant amount of COVID related work, which we are routinely briefing on as part of the informal briefings we have been providing to the W&ODC. We are now in a period of working with COVID. In relation to this the future impact on our work and priorities remains uncertain with future potential peaks of COVID prevalence in the community and staff. This may potentially impact on the work plans outlined in the refreshed W&OD Framework. This will need to be kept under ongoing review and flexed accordingly.

Some elements of delivery are also contingent upon the successful recruitment to posts which have been supported through the additional organisation investment that has been secured. It should be formally noted that the investment was agreed in principle in the autumn of 2019. However a commitment was made not to recruit to these positions until the start of the 2020/2021 financial year to support the overall financial position of the Health Board. Given the pandemic that emerged in March it is only now that the recruitment processes are being started. Again it will be important that the W&ODC remain appraised of progress to assess the impact on delivery and a future stage the benefits and outcomes of the investment.

Next Steps

Subject to the endorsement of the revised Framework by the W&ODC it is proposed that the success criteria (outlined in each of the sections) are reviewed and updated to reflect the newly agreed priorities and outcomes.

4. RECOMMENDATION

The Workforce and OD Committee is asked to:

- Note the updated Workforce and OD Framework
- Endorse the revised Workforce and OD Framework priorities

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
None		
Financial Implications		
To deliver the W&OD framework will need substantial investment in the Workforce & OD Directorate.		
Legal Implications (including equality and diversity assessment)		
There are no legal implications.		
Staffing Implications		
To deliver the W&OD framework will need significant support in the Workforce & OD Directorate.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
There are no long term implications in relation to the impact of the Well-being of Future Generations Act.		
Report History	None.	
Appendices	Appendix 1 – Update W&OD Framework	