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Bwrdd Iechyd Prifysgol  
Abertawe Bro Morgannwg  
University Health Board



# Workforce and OD Delivery Group Terms of Reference

Workforce and OD delivery Group

May 2021 v3

## **1. INTRODUCTION**

The Workforce and Organisational Development (OD) Delivery Group has been established to support the role and function of workforce and OD throughout Swansea Bay Health Board and monitor the delivery of the workforce elements of the annual plan.

## **2. PURPOSE**

The Workforce and OD Delivery Group 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 Delivery Group is to ensure workforce and OD mechanisms are operating effectively and consistently across the health board and to monitor the delivery of the workforce elements of the annual plan in order to provide assurance to the Management Board. Escalating risks relating to workforce and OD and the delivery of the annual plan will be reported to the management board and health board via appropriate sub-committee.

## **3. OBJECTIVES**

The objectives of the Group are:

- to provide an arena for the sharing of best practice in relation to the workforce agenda;
- to receive regular updates of progress from each Service Group highlighting and particular issues of concern.
- to monitor the delivery of the workforce elements of the annual plan, including the workforce work streams and other elements of the plan which have workforce implications.
  - Staff health and wellbeing
  - Staff Experience – healthy working relationships and Just Culture
  - Workforce efficiencies
  - Recruitment and Retention
  - Supporting delivery of the annual plan
- To monitor the level of change across the Health Board and ensure that the change management process is been followed, that good staff engagement is taking place and that managers are equipped with the appropriate support to manage the change process.
- 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 and identify any staff development opportunities that emerge across the Health Board.

- Consider organisational development implications and advise in the development of plans required to deliver, 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
- Director of Therapies and Health Sciences or designated deputy
- Medical Director or designated deputy
- Assistant Directors of Workforce and OD
- Service Group Directors or designated deputy
- A workforce representative from each service delivery unit
- CALON representative
- BAME representative
- Trade Union representative

**By invitation**

The Group chair may extend invitations to attend Group 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 Group, including the chair or vice-chair and **at least two representatives from the Service Groups**

- **Reporting**

Workforce and OD delivery Group

The Group will provide an assurance report to the management board on a monthly basis.

- **Frequency of Meetings**

Meetings will be monthly.

- **Organisation of meetings**

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

- **Evaluation of the Group**

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

## **6. KEY RELATIONSHIPS**

The Group will provide assurance and be accountable to the management board.

Each Service Group and lead of relevant workstream should provide an assurance report to the Group for their areas of responsibility in relation to workforce.

## **7. REPORTING AND ASSURANCE ARRANGEMENTS**

The Group will report to the management board and will provide regular assurance reports to the relevant board sub-committee.

## **8. REVIEW**

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