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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board

SWANSEA BAY UNIVERSITY HEALTH BOARD

WORKFORCE AND OD COMMITTEE

CYCLE OF BUSINESS

(1 April 2026 – 31 March 2027)

On an annual basis as part of the Governance end of year reporting the Workforce and OD Committee will receive a Cycle of Business which identifies all routine items for consideration that will be reported throughout the upcoming financial year.

The Cycle of Business has been developed to help plan the management of items of committee business, to ensure adequate reporting and to facilitate forward planning through transparency and collaboration.

Once approved, the Cycle of Business will inform the new Work Programme each year as a starting point for facilitating the management of agendas and Committee business. As the year progresses and the requirement for additional timely business matters to report, these items will be added to the existing routine items already on the Work Programme.

The purpose of the Workforce and OD Committee is to provide advice and assurance to the Board on:

- Health and Wellbeing – that there is a pro-active approach to staff health and wellbeing with the aim of reducing staff sickness absence in particular related to mental health and increasing the resilience of staff to work in a constantly changing environment;
- Staff Experience – that there is a strategic approach to increasing positive staff engagement index, and good employee relations;
- Recruitment and Retention – that there is a robust and strategic approach on which progress is made;
- Workforce and Organisational Development – to ensure there is effective, integrated approaches to the development of the Health Board and its workforce ensuring alignment to Health Board objectives and priorities;

- Leadership – to ensure there is effective leadership capability and capacity across the Health Board to support the delivery of our objectives.
- Workforce Performance – to ensure there is an effective performance management framework in place that supports a high performing culture
- Widening access and participation – that there is compliance with workforce equality, diversity and inclusion legislative requirements, including Welsh language and cultural identity;

Further detail on the principal role of the Committee is set out in the [Standing Orders - Swansea Bay University Health Board](#) documentation.

This Cycle of Business covers the period from 1 April 2026 to 31 March 2027.

Item of Business	Executive Lead	Reporting Frequency	April 2026	June 2026	Aug 2026	Oct 2026	Dec 2026	Feb 2027
PRELIMINARY MATTERS								
Minutes of the Previous Meeting	Director of Corporate Governance	All Regular meetings	✓	✓	✓	✓	✓	✓
Committee Log	Director of Corporate Governance	All Regular meetings	✓	✓	✓	✓	✓	✓
Committee Work-Programme	Director of Corporate Governance	All Regular meetings	✓	✓	✓	✓	✓	✓
GOVERNANCE, RISK AND INTERNAL CONTROLS								
Committee Terms of Reference	Director of Corporate Governance	Annually						✓
Committee Effectiveness Self-Assessment	Director of Corporate Governance	Bi-annually			✓			✓
Referrals from Other Committees	Director of Corporate Governance	All regular meetings	✓	✓	✓	✓	✓	✓
Internal Audit Reports	Director of Corporate Governance/Area Lead	As required	✓	✓	✓	✓	✓	✓
External Audit Reports	Director of Corporate Governance/Area Lead	As required	✓	✓	✓	✓	✓	✓
HEIW Quality Assurance Report	Executive Medical Director	As required	✓	✓	✓	✓	✓	✓
Workforce and OD Corporate Risk Register	Director of Corporate Governance	All regular meetings	✓	✓	✓	✓	✓	✓
Nurse Staffing Levels (Wales) Act 2016	Executive Director of Nursing and Patient Experience	All regular meetings	✓	✓	✓	✓	✓	✓
Maternity Staffing Update	Executive Director of Nursing and Patient Experience	Quarterly		✓		✓		✓
Freedom to Speak Up Report	Executive Director of Workforce and OD	Bi-annually		✓			✓	
Consultant Job Planning	Executive Medical Director	Bi-annually			✓			✓
Quarterly Workforce Resilience Report	Executive Director of Workforce and OD	Quarterly		✓		✓		✓
SERVICE GROUP/CORPORATE AREA ASSURANCE REPORTS								
Staff Story	Service Group Director	All regular meetings	✓	✓	✓	✓	✓	✓
Service Group Attendance; key workforce risks, progress against staff survey action plan, performance against key workforce metrics	Service Group Director	All regular Meetings	✓	✓	✓	✓	✓	✓
STRATEGY								

Item of Business	Executive Lead	Reporting Frequency	April 2026	June 2026	Aug 2026	Oct 2026	Dec 2026	Feb 2027
Workforce and OD Strategic Risks	Executive Director of Workforce and OD	All regular meetings	✓	✓	✓	✓	✓	✓
Director of Workforce and OD Report	Executive Director of Workforce and OD	All regular meetings	✓	✓	✓	✓	✓	✓
Health Board Strategic Workforce Plan Progress Reports	Executive Director of Workforce and OD	All regular meetings	✓	✓	✓	✓	✓	✓
Variable Pay Plan Progress Reports	Executive Director of Workforce and OD	All regular meetings	✓	✓	✓	✓	✓	✓
Organised for Success Programme Updates	Executive Director of Workforce and OD	All regular meetings	✓	✓	✓	✓	✓	✓
People Strategy Progress Report	Executive Director of Workforce and OD	Quarterly		✓		✓		✓
DEEP DIVES								
Deep dive into pillar 1 of the people strategy: Engaged, Motivated and Healthy	Executive Director of Workforce and OD	Annually			✓			
Deep dive into pillar 2 of the people strategy: Attract and Recruit	Executive Director of Workforce and OD	Annually				✓		
Deep dive into pillar 3 of the people strategy: Well Planned	Executive Director of Workforce and OD	Annually	✓					
Deep dive into pillar 4 of the people strategy: Digitally Ready	Executive Director of Workforce and OD	Bi-annually		✓			✓	
Deep dive into pillar 5 of the people strategy: Excellent Learning and Education	Executive Director of Workforce and OD	Annually						✓
Deep dive into pillar 6 of the people strategy: Leaders that live our values	Executive Director of Workforce and OD	Annually			✓			
Deep dive into pillar 7 of the people strategy: Equality, Diversity and Belonging	Executive Director of Workforce and OD	Annually			✓			
Ad Hoc Deep Dive Reports	Executive Lead	As required	✓	✓	✓	✓	✓	✓
COMMITTEE SUB-GROUPS								
Medical Workforce Group	Executive Medical Director	All regular meetings	✓	✓	✓	✓	✓	✓
Nursing and Midwifery Workforce Group	Executive Director of Nursing and Patient Experience	Quarterly		✓		✓		✓
Therapies and Health Science Working Group	Executive Director of Allied Health Professions and Health Science	All regular meetings	✓	✓	✓	✓	✓	✓
IN-COMMITTEE BUSINESS								
Minutes of the previous In-Committee Meeting	Director of Corporate Governance	All regular meetings	✓	✓	✓	✓	✓	✓
Ad-hoc Employee Relation Issues	Executive Director of Workforce and OD	As-required	✓	✓	✓	✓	✓	✓

Item of Business	Executive Lead	Reporting Frequency	April 2026	June 2026	Aug 2026	Oct 2026	Dec 2026	Feb 2027
HR Casework Report; ET's and Suspensions	Executive Director of Workforce and OD	Quarterly	✓		✓		✓	
Health Education Improvement Wales Risk Register	Executive Medical Director	Bi-yearly			✓			✓
Responsible Officer's Advisory Group Report	Executive Medical Director	Quarterly		✓		✓		✓