



**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	10 October 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Strategic People Planning and Education Group
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Executive Director of Workforce and Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Amanda Glanville – Assistant Director of People Development

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report provides an update to the People, Organisational Development and Culture Committee (PODCC) on the progress towards the setting up of the Strategic People Planning and Education Group (SPPEG).

The Committee are asked to review and approve the updated terms of reference for the SPPEG.

Cefndir / Background

The initial draft terms of reference for SPPEG (Appendix 1) were presented to PODCC at the October 2022 committee with the action of reviewing these to present at a later committee. Following the meeting, feedback given was actioned and wider collaboration carried with educational leads from many services including Medical Education.

Asesiad / Assessment

SPPEG joins together elements of strategic people planning, providing insight to understand the skills and educational requirements of the future and supporting the identification of the current workforce's development needs. It allows and supports collaboration with the universities to future proof the education and commissioning of the courses as well as provides a mechanism to oversee the education and commissioning process within the organisation.

SPPEG was established to coordinate and oversee matters relating to education and training, including compliance to statutory and mandatory obligations and providing a strategic direction to address challenges in workforce supply through various training and educational initiatives. From an education and development perspective, this Group will highlight the challenges, risks and opportunities within current and future education, highlighting actions needed to mitigate these risks.

Reporting to PODCC, the Group will provide updates on specific areas of work to the Committee. The Group will be chaired by Professor John Gammon, Strategic Advisor to Workforce and Organisational Development, and members include representatives from all directorates, which where possible hold the role of educational lead.

Using the Interprofessional Education Strategy, the Group will also be overseeing the progress towards the operational Interprofessional Education Plan, providing a governance structure around training and development and working with educational partners to drive the transformation within education and development.

Argymhelliad / Recommendation

The PODCC is asked to:

- Approve the revised Terms of Reference.

Amcanion: (rhaid cwblhau)

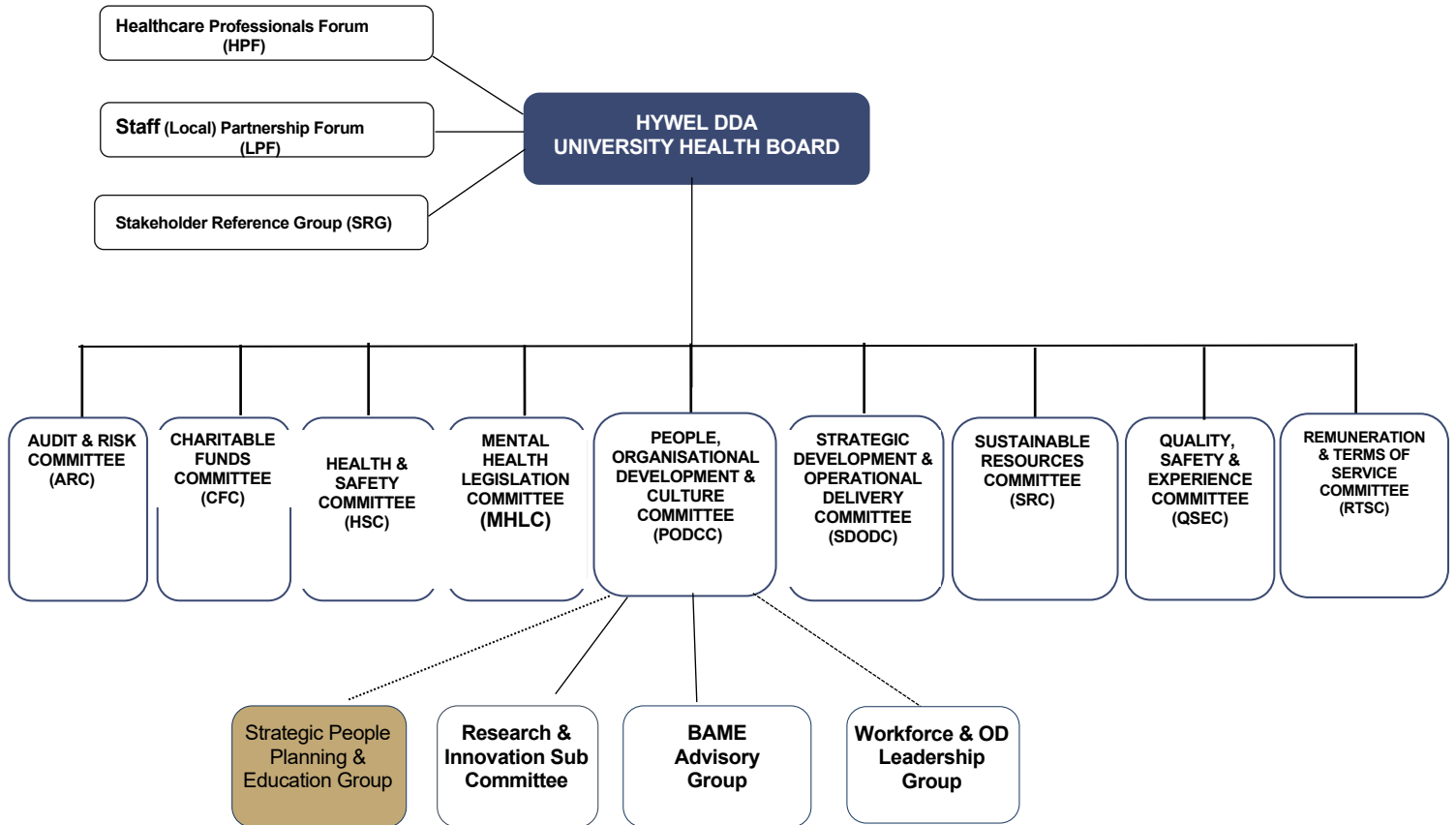
Objectives: (must be completed)

<p>Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:</p>	<p>2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring Hywel Dda University Health Board (HDdUHB) is recognised as a leader in this field.</p> <p>2.3. To provide assurance to the Board on the organisation's ability to create and manage strong, high performance, organisational culture arrangements.</p>
<p>Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:</p>	<p>Not applicable</p>
<p>Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)</p>	<p>7. All apply</p>
<p>Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)</p>	<p>1. Leadership 2. Culture and valuing people</p>
<p>Amcanion Strategol y BIP: UHB Strategic Objectives:</p>	<p>1. Putting people at the heart of everything we do 2. Working together to be the best we can be 3. Striving to deliver and develop excellent services</p>

Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termiau: Glossary of Terms	Not applicable
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	SPPEG Members consulted

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not applicable
Gweithlu: Workforce:	Impact of workforce development and workforce planning
Risg: Risk:	Not applicable
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable



(Group sub-structure attached as appendix 1)

TERMS OF REFERENCE

STRATEGIC PEOPLE PLANNING AND EDUCATION GROUP

Version	Issued to:	Date	Comments
V1	People, Organisational Development & Culture Committee	22/10/22	Approved
V2	People, Organisational Development & Culture Committee	15/02/23	Approved
V3	People, Organisational Development & Culture Committee	10/10/23	For Approval

STRATEGIC PEOPLE PLANNING AND EDUCATION GROUP (SPPEG)

1. Constitution

- 1.1 The Strategic People Planning and Education Group (SPPEG) has been established as a group reporting to the People, Organisational Development and Culture Committee and constituted from April 2023.

2. Principal Duties

The purpose of the SPPEG is to:

- 2.1 To coordinate and oversee the work of the Health Board in relation to education and training informed by the insights and intelligence gathered through to inform and support the organisations strategic direction.
- 2.2 To take guardianship of our education and training ambition and ensure alignment of delivery plans through a strategic & operational lens.
- 2.3 Using the insights from scenario planning and the workforce regeneration framework, advise to on how to address challenges in workforce supply through various training and educational initiatives.
- 2.4 To provide assurance that the organisation is meeting its responsibilities with regard to statutory and mandatory training.
- 2.5 To provide assurance to the Board on the organisation's ability to create and deliver high quality learning interventions, creating a learning culture.
- 2.6 To facilitate partnership working and innovation in education and workforce development.

3. Operational Responsibilities

The SPPEG shall:

- 3.1 Ensure robust mechanisms are in place to deliver and record development opportunities for our current and future workforce.
- 3.2 Seek assurance that there are appropriate arrangements to ensure education and commissioning meets future workforce needs.
- 3.3 Bringing together the professional leads and or/associated medical roles professional leads for Medical, Pharmacy, Nursing, Allied Healthcare along with key leads from Administrative and Estates functions. (i.e. Research, digital, project management, innovation and Corporate) with a focus on training, education and development to address skill gaps/deficits.

- 3.4 Draw in relevant colleagues aligned to cultural development, talent management, succession planning and workforce intelligence, taking a multi professional approach to training, education and development to address skills gaps/deficits and facilitate multi-professional learning.
- 3.5 Advise on assessments of risk and risk mitigation and/or management of unintended consequences for areas relating to training, education and development.
- 3.6 Monitor and evaluate all programmes, ensuring quality of training, education, interprofessional education and associated governance mechanisms.
- 3.7 Consider and advise on national reports and legislation and ensure compliance.
- 3.8 Oversee and approve consultation documents relating to future workforce or education plans.
- 3.9 Influence regional and national strategy relating to education and professional development.
- 3.10 To ensure alignment of priorities to include education across secondary, primary and social care, including third sector.
- 3.11 Provide opportunities for interprofessional collaboration and reporting in relation to education and development.
- 3.12 To seek opportunities to develop creativity and innovation to enable transformation and excellence within training education and development, including accessing external funding.
- 3.13 Ensure the education and development offer reflects service plans and workforce modelling from the IMTP, which includes current and future workforce.
- 3.14 Obtain Workforce Intelligence information in terms of staffing requirements & workforce gaps to include Medical, Registered Nursing, Therapy and Health Sciences, HCSW (including new roles), Pharmacy, Admin and Facilities staff requirements to inform education and development offer.
- 3.15 Maintain oversight of the governance, education and development requirements for any role including i.e. MAPS e.g Physician Associates, Anaesthetic Associates, Surgical Care Practitioner and other clinical roles.
- 3.16 Ensure workforce planning and intelligence underpins the development of education and workforce development plans, providing insight on gaps, risks and issues.
- 3.17 Formally approve the education commissioning linked to the IMTP, assessing risks.
- 3.18 Monitor approved strategic education and training plans.

- 3.19 Capture current financial data in relation to education and development and identify and forecast future financial need in relation to study leave, higher awards and other education and development initiatives.
- 3.20 To keep the group apprised of work being driven by the Health Education Improvement Wales, Regional Workforce Board, Arch, Mid and West Wales Regional Service Board, Regional Learning and Skills Partnership, and relevant regional strategic projects (strategic learning).
- 3.21 To keep the group apprised of national WP workforce plans and implementation activities by HEIW and their partners including NHS, Social Care and Third sector.
- 3.22 To influence educational requirements linked to our strategic workforce planning needs and direct the delivery of commissioned programmes.
- 3.23 Ensure robust mechanisms are in place to map out career framework opportunities relevant to support PADR, staff performance, CPD and retention.
- 3.24 Monitor evaluation and return on investment information and data from Education & Development initiatives where appropriate.
- 3.25 Examine and consider opportunities to generate funding bids to drive ongoing development of education and development opportunities for our current and future workforce.
- 3.26 Monitor activities in relation to Work Experience, School Engagement, Volunteering and employability programmes to support our future workforce.

4. Membership

4.1 The membership of the Group shall comprise:

Members

Workforce & OD Strategic Advisor (Chair)
Assistant Director of People Development (Vice Chair)
Director of Workforce & OD
Deputy Director of Nursing, Quality and Patient Experience
Assistant Director of Nursing Acute Services
Clinical Director of Pharmacy & Medicines Management
Educational And Training Lead Pharmacist
Clinical Education Manager
Learning & Development Manager
Future Workforce Manager (Programme & Development)
Digital Solutions
Director of Primary Care, Community and Long-Term Care
Assistant Director of Therapies and Health Science
Assistant Director of Organisation Development
Associate Medical Director for Medical Education & Training
Director for Research and Innovation

Director of Public Health
Finance Representative
Primary Care & Community Services Academy Manager
Head of Engagement and Transformation Programme Office
Director of Estates, Facilities and Capital Management
Assistant Director of Assurance & Risk
Head of Medical Education & Professional Standards
Head of Strategy and Service Planning (Arch)
Head of Strategic Workforce Planning & Transformation
Head of Resource & Utilisation
Head of Workforce
HEIW Representative

- 4.2 The membership of the Group will be reviewed on an annual basis.
- 4.3 The membership of the Group shall be determined by the Chair and Vice-Chair, considering the balance of skills and expertise necessary to deliver the Group's remit and subject to any specific requirements or directions made by the Executive Team or Welsh Government.

5. Quorum and Attendance

- 5.1 A quorum shall consist of a third of the membership and must include as a minimum the Chair or Vice Chair of the Group.
- 5.2 Any senior officer of the Hywel Dda University Health Board (HDdUHB) or from a partner organisation may, where appropriate, be invited to attend.
- 5.3 The Group may also co-opt additional independent external 'experts' from outside the organisation to provide specialist knowledge.
- 5.4 Should any member be unavailable to attend, they may nominate a deputy to attend in their place, subject to the agreement of the Chair.
- 5.5 The Group 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.

6. Agenda and Papers

- 6.1 The Group's Secretary is to hold an agenda setting meeting with the Chair and the Group Lead at least six weeks before the meeting date.
- 6.2 The agenda will be based around the Group work plan, identified risks, matters arising from previous meetings, issues emerging throughout the year and requests from Group members. Following approval, the agenda and timetable for receipt of papers will be circulated to all Group members by the Group secretariat in advance of the meeting.
- 6.3 All papers should have relevant sign off before being submitted to the Group Secretary.

- 6.4 The agenda and papers for meetings will be distributed **seven** days in advance of the meeting.
- 6.5 The draft minutes and table of actions will be circulated to members within **ten** days to check the accuracy.
- 6.6 Members must forward amendments to the Group Secretary within the next **seven** days. The Group Secretary will then forward the final version to the Group Chair.

7. Frequency of Meetings

- 7.1 The Group will meet quarterly or where the planning cycle requires and shall agree an annual schedule of meetings. Additional meetings will be arranged as determined by the Chair of the Group in discussion with the Group lead.
- 7.2 The Chair/Vice-Chair of the Group, in discussion with the Group Secretary shall determine the time and the place of meetings of the Group and procedures of such meetings.

8. Accountability, Responsibility and Authority

- 8.1 Although, as set out within these terms of reference, SPPEG has delegated authority to the Group for the exercise of certain functions, it retains overall responsibility and accountability for the work of the group.

9. Reporting

- 9.1 The Group, through its Chair/Vice-Chair and members, shall work closely with the other Workforce Groups, to provide advice and assurance to the People Organisational Development and Culture Committee.
- 9.2 The Group Chair/Vice-Chair will report formally, regularly and on a timely basis to the People Organisational Development and Culture Committee on all activities.
- 9.3 The Group may establish sub-groups or task and finish groups to carry out on its behalf specific aspects of Group business. The Group will receive an update following each sub-groups meetings detailing the business undertaken on its behalf.

Professional Groups

There will be 2 overarching groups:

- 1. Defining workforce demand
- 2. Understanding workforce supply

Including:

- 1. Medical, Dental & MAPS Workforce
- 2. Nursing (including Nursing Workforce Planning Groups & OSCE)
- 3. Facilities & Enhanced Cleaning (Rob Elliott/Simon Chiffi)
- 4. Primary Care Workforce Academy

As work progresses, further subgroups will be added as constituted.

Governance & Assurance

- Clinical Education Governance Group (EAGLE/Role Design Assurance Panel)
- Learning Oversight Group
- Future Workforce Governance Group

Development (Please see Appendix 1)

- Simulation-Based Education Group
- Medical & Dental Oversight Group
- Clinical Education Forum

9.4 The Group Chair, supported by the Group Secretary, shall:

- 9.4.1 Report formally, regularly and on a timely basis to the People, Organisational Development and Culture Committee on the Group's activities. This includes the submission of update reports for information after every meeting, as well as the presentation of a Workforce Plan and Educational Plan within 6 weeks of the end of the financial year.
- 9.4.2 Bring to the People, Organisational Development and Culture Committee's specific attention any significant matters under consideration by the Group.
- 9.4.3 Ensure appropriate escalation arrangements are in place to alert the UHB Chair, Chief Executive, or Chair of other relevant Committees, of any urgent/critical matters that may compromise patient care and affect the operation and/or reputation of the UHB.

10. Secretarial Support

10.1 The Group Secretary shall be determined by the Workforce & OD Directorate.

11. Review Date

11.1 These terms of reference and operating arrangements shall be reviewed on at least an annual basis by the Group for approval by the People, Organisational Development and Culture Committee.

Appendix 1

