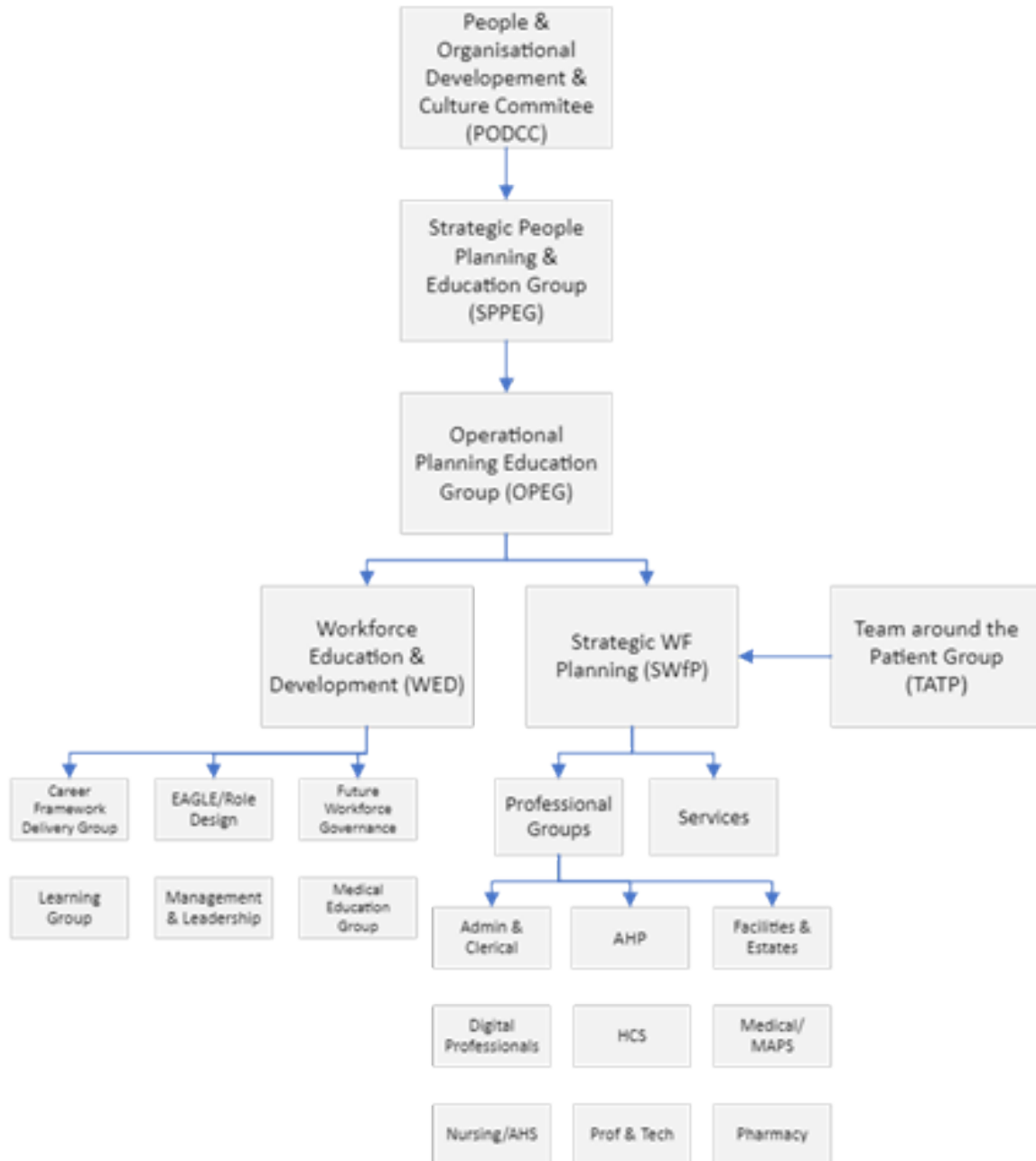
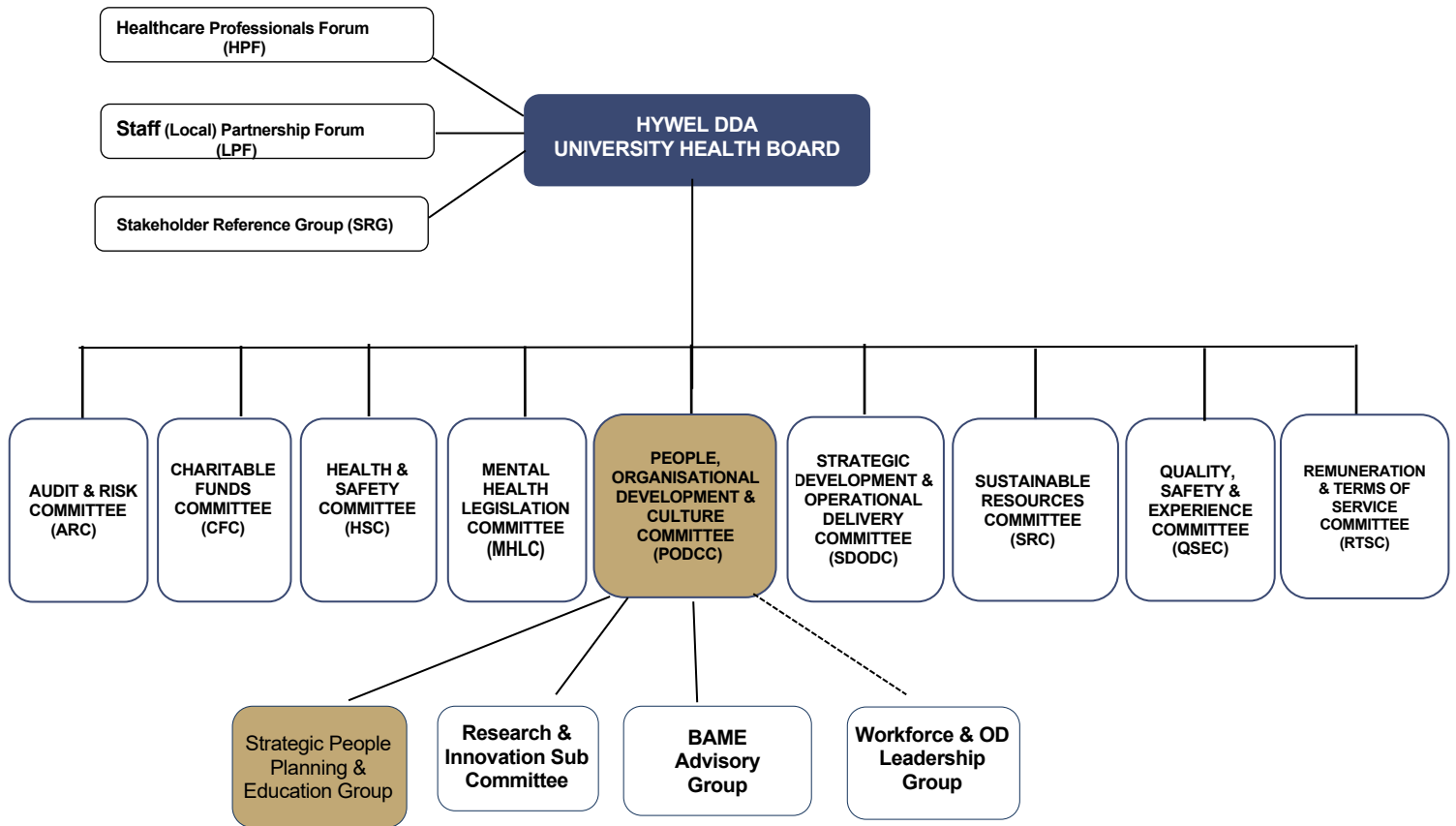


Strategic People Planning and Education Group (SPPEG) Sub-structure





(Group sub-structure attached as appendix 1)

STRATEGIC PEOPLE PLANNING AND EDUCATION GROUP (SPPEG)

TERMS OF REFERENCE

Version	Issued To	Date	Comments
V0.1	Strategic Workforce Planning & Conscience Group	16/9/21	Group to be closed
V0.2	Internal Review	22/9/22	Refreshed October 2022
V0.3	People & Organisational Development & Culture Committee	20/10/22	For approval

PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

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 October 2022.
- 1.2 It brings together the professional leads for Nursing, Allied Healthcare Professionals, Healthcare Scientists, Pharmacy, Medical and Facilities Groups, along with key leads from Administrative and Estates functions (research, digital, project management, innovation).
- 1.3 It will draw in relevant Workforce and OD colleagues aligned to strategic resourcing, workforce or cultural development, talent management, succession planning, workforce intelligence, workforce pipeline development as appropriate.
- 1.4 Other strategic elements related to workforce design, modelling and planning may also need to be fed into this group and would comprise of transformation, planning, Value Based Healthcare (VBHC), QI/Improving Together and any other significant operational, tactical, or strategic workforce changes and challenges identified as of significance workforce planning and education concern to the professional groups.
- 1.5 Financial Planning and Modelling Teams (VBHC) will be invited to attend.
- 1.6 The Chair of the Group will be Professor John Gammon, Workforce & OD Strategic Advisor. The Vice-Chair will be Lisa Gostling, Director of Workforce & OD.
- 1.7 The Chair and Vice-Chair will give professional and workforce leadership, working in partnership to deliver the workforce and education plan.
- 1.8 Representation from HEIW will be invited to attend to support the development and commissioning.
- 1.9 It will draw in oversight from the Team around the Patient Strategic (TATP) group which leads the Operational Delivery Groups for the local work across sites.

2. Purpose

The purpose of the Strategic People Planning & Education Group is to:

- To coordinate and oversee the work of the Board in relation to education, training and workforce planning that will ensure clarity of vision, ethos, our values, and strategic direction
- To take guardianship of the effective delivery of our workforce, education ambition and plans.
- Advise on how to address challenges in workforce supply through a professional and creative response to build, blend, borrow or buy workforce via the Workforce Regeneration Framework
- Advise on risk mitigation and management of unintended consequences of workforce supply choices that impact upon the whole system.
- Provide expertise to support transformation in workforce planning, education and learning teaching innovation.

- Monitor and evaluate all education programmes delivered within the Health Board and report progress against plan.
- Use workforce intelligence and data to inform and direct the Health Board multi professional education and training ambition and plan.
- To consider and advise on national reports and legislation and ensure compliance
- Oversee and approve consultation documents relating to future workforce or education plans.
- Influence National Strategy relating to workforce planning, education and professional development
- Quality of education/governance/inter-professional education
- To hold together the strategic aims for regional workforce planning and education across secondary, primary and social care, including third sector.
- Create platforms of synergy between workforce planning and educational needs and plans.
- Inter-Committee Collaboration: To identify opportunities and facilitate partnership working in conjunction with other committees and the Institutes eg University Partnership Board (UPB), Pentre Awel.
- Inform and influence the nature and extent of the learning environment to facilitate a multi-professional, blended learning approach where simulation and online learning is an equal element
- To seek opportunities to develop creativity and innovation to enable transformation and excellence.

3. Operational Responsibilities

The Strategic People Planning and Education Group will develop an approach to workforce and education planning which ensures that its mission is the advancement of education for its staff, workforce risks have been adequately assessed and mitigated and sustainable solutions are considered for the transformation and support of our workforce. In order to achieve this the group will:

- 3.1 Receive information on service plans and workforce modelling from the IMTP Cycle to reflect additional workforce needs;
- 3.2 Assess & critique total demand staffing requirements & workforce gap to include Medical, Registered Nursing, Therapy and Health Sciences, HCSW (including new roles), Pharmacy, Admin and Facilities staff requirements;
- 3.3 Quality assures guidance and resources to support workforce planning at an emergency, operational, tactical, and strategic level;
- 3.4 Quality assures workforce and education plans linked to service change or new service requirements;
- 3.5 Develop the education and commissioning requirements, assessing need against service and workforce plans; and monitoring of student attrition and new joiners to monitor and appraise the commissioned numbers and develop alternative strategies to ensure sufficient recruitment linked to workforce plan.
- 3.6 Delivery of commissioned numbers across whole commissioned workforce and numbers into employment and a sustainable model (retention).
- 3.7 Monitor workforce and education plans to ensure requirements are met to agreed demand levels;

- 3.8 Maintain oversight on the requirement for any new roles required to support different workforce models and scope associated training requirements;
- 3.9 Ensure all relevant parties are aware of the plans and have the ability to implement changes in line with forecasted requirements;
- 3.10 Support the development of alternative education pathways e.g., sponsorships, studentships, apprenticeships.
- 3.11 Design and support mechanisms for development of alternative roles to stabilise fragile services.
- 3.12 Review corporate workforce risks and ensure oversight of mitigations.
- 3.13 Identify and address barriers to strategic and operational workforce planning.
- 3.14 Ensure workforce intelligence underpins the development of education and workforce development plans, providing insight on risks and issues.
- 3.15 Formally approve the commissioning linked to the IMTP, assessing risks.
- 3.16 Create an Educational plan which supports the workforce plan, which in turn feeds the financial plan.
- 3.17 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).
- 3.18 To influence and direct educational requirements linked to our strategic workforce planning needs, including Higher Education Institutions and Further Education Colleges.
- 3.19 Initiate new programmes of study and amend existing programmes to ensure quality and relevance to organisational need
- 3.20 To recommend methods by which the quality of education our resources and its delivery can be maximised and evaluated making recommendations for periodic assessment. educational activities of the Inter Collaboration Studies.
- 3.21 Examine and consider opportunity to provide income generation schemes linked within workforce & OD education and learning.

4. Membership

- 4.1 Formal membership of the Committee shall comprise of the following:

Members
Professor John Gammon, Workforce & OD Strategic Advisor (Chair)
Lisa Gostling, Director of Workforce & OD (Vice Chair)
Mandy Rayani, Director of Nursing, Quality and Patient Experience
Jenny Pugh Jones, Head of Medicines Management
Amanda Glanville, Head of Workforce Education & Development
Ruth Bowman, Clinical Education Manager
Gemma Littlejohn, Learning & Development Manager
Future Workforce Manager (TBA)
Digital Solutions (Change of Practice & Learning Solutions) TBA
Jill Patterson, Director of Primary Care, Community and Long-Term Care
John Evans, Assistant Medical Director
Alison Shakeshaft, Director of Therapies and Health Science (Deputies)

4.3	Christine Davies, Assistant Director of Organisation Development
	Professor Philip Kloer, Deputy Chief Executive and Medical Director
	Leighton Phillips, Deputy Director for Research and Innovation (University Partnership Board link)
	Huw Thomas Director of Finance
	Rob Elliot, Director of Estates, Facilities and Capital Management
	Sion Charles, Head of Strategy and Service Planning (Arch)
	Tracy Walmsley, Head of Strategic Workforce Planning & Transformation
	Anna Gray, Project Manager - Workforce Planning
	Mia Evans, Project Manager - Workforce Planning
	Michelle James, Head of Resource & Utilisation
	Andrew Carruthers, Director of Operations
	HEIW Representative (formally write to HEIW)
	Mark Bowling, Assistant Director of Finance (VBHC)
	Jane Lewis, Regional Learning & Skills Partnership

Membership of the Committee will be reviewed on an annual basis.

5. Quorum and Attendance

- 5.1 A quorum shall consist of no less than 50% of the membership.
- 5.2 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.
- 5.3 Any senior officer of the UHB or partner organisation may, where appropriate, be invited to attend, for either all or part of a meeting to assist with discussions on a particular matter.
- 5.4 The Group may also co-opt additional independent external 'experts' from outside the organisation to provide specialist skills.
- 5.5 Should any officer member be unavailable to attend, they may nominate a deputy to attend in their place, subject to the agreement of the Chair or Vice-Chair.

6. Agenda and Papers

- 6.1 The Group secretariat will share papers in advance of the bi-monthly meeting.
- 6.2 The agenda will be based around the Group work plan priorities, identified risks, matters arising from previous meetings.
- 6.3 The minutes and action log will be circulated to members within 1 week of the meeting.

7. Frequency of Meetings

- 7.1 The Group will meet bi-monthly or where the planning cycle requires.

- 7.2 The Chair/Vice-Chair of the Group, in discussion with the Group secretariat shall determine the time and the place of meetings and procedures of such meetings.

9. Accountability, Responsibility and Authority

- 9.1 Although, as set out within these terms of reference, the People, Organisational Development and Culture Committee has delegated authority to the Group for the exercise of certain functions, it retains overall responsibility and accountability for the work of the group.

10. Reporting

- 10.1 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.
- 10.2 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.
- 10.3 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

- Medical, Dental & MAPS Workforce
- Nursing (including Nursing Workforce Planning Groups & OSCE)
- Facilities & Enhanced Cleaning (Rob Elliott/Simon Chiffi)
- Allied Healthcare Professional
- Healthcare Scientists
- Psychology
- Prof & Tech
- Pharmacy
- Primary Care
- Admin
- Digital
- Management and Leadership
- Team around the Patient Strategic Group

Governance & Assurance

- EAGLE/Role Design Assurance Panel
- Learning Group

Development

- Inter professional simulation group
- Apprentice Academy Governance Group
- Career Framework Group – (Non-registered staff including joint induction)

- Future Workforce Governance Group
- Medical Education Group

10.4 The Sub-Committee Chair, supported by the Sub-Committee Secretary, shall:

- Report formally, regularly and on a timely basis to the People, Organisational Development and Culture Committee on the Sub-Committee's activities. This includes the submission of a Sub-Committee update report for information after every meeting, as well as the presentation of an Annual Report within 6 weeks of the end of the financial year;
- Bring to the People, Organisational Development and Culture Committee's specific attention any significant matters under consideration by the Sub-Committee;
- 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.

11. Secretarial Support

11.1 The Group Secretariat shall be determined by the Workforce & OD Directorate.

12. Review Date

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