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**Confirmed Minutes of the Public Health Wales
People and Organisational Development Committee
Open Meeting 16 February 2022, 14:00
Venue: via Microsoft Teams**

| Present: | | |
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| Mohammed Mehmet | (MM) | Committee Chair and Non-Executive Director |
| Dyfed Edwards | (DE) | Non-Executive Director, and Chair of Audit and Corporate Governance Committee |
| Judi Rhys | (JR) | Non-Executive Director |
| In Attendance: | | |
| Liz Blayney | (LB) | Deputy Board Secretary and Board Governance Manager |
| Matthew Browne | (MB) | Head of Resourcing and Talent |
| Helen Bushell | (HB) | Board Secretary and Head of Board Business Unit |
| Angela Fisher | (AF) | Deputy Director of Finance |
| Liz Heath | (LH) | Staff side representative |
| Andrew Jones (deputising for Meng Khaw) | (AJ) | Deputy Director of Health Protection and Screening Services |
| Neil Lewis | (NL) | Director of People and Organisational Development |
| Sarah Morgan | (SM) | Head of Employee Experience |
| Joe O'Brien | (JOB) | Workforce Systems Development Manager, People/Workforce/HR (attended for item 3.1) |
| Stuart Silcox (deputising for Rhiannon Beaumont-Wood) | (SS) | Assistant Director of Integrated Governance (attended for item 4.2) |
| Jan Williams | (JW) | Chair, Public Health Wales |
| Apologies | | |
| Rhiannon Beaumont-Wood | (RBW) | Executive Director of Quality, Nursing and Allied Health Professionals |

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| Meng Khaw | (MK) | National Director of Screening and Health Protection Services, and Medical Director |
| Secretariat | | |
| Andrew Morton | | Board Support Officer |

The meeting commenced at 14:00

PODC 1/2022 Welcome, Introductions and apologies

The Chair opened the meeting and welcomed all present, and noted that due to the ongoing response to the COVID-19 pandemic and in respect of the national guidance in place, meetings were being held electronically.

The Chair welcomed LH to her first Committee meeting as the new Staff side representative on the People and Organisational Development Committee.

The Committee **noted** the apologies above.

The Committee **noted** that the meeting was being recorded to support the accuracy of the minutes, the recording would be deleted once the minutes had been agreed at the following meeting in April 2022.

PODC 2/2022 Declarations of Interest

There were no declarations of interest in addition to those already declared on the Declarations of Interest Register.

PODC 3/2022 Items for Assurance

PODC 3.1/2022 Performance Assurance Dashboard – People and Organisational Development Focus

The Committee received a presentation from NL and JOB using live data from the Performance and Assurance Dashboard (PAD).

JOB highlighted work currently in progress to develop new Divisional and Directorate dashboards in these specific areas: Operations and Finance; Health and Well-being; Quality, Nursing and Allied Health Professionals and the World Health Organisation Collaborating Centre. These teams were providing feedback to the corporate analytics team with suggestions and for further developments. This feedback included how annual leave; overtime; and equality and diversity data could be included.

All Directorates had full dashboard access ahead of upcoming year end reviews; and the current development phase, which started in January, was scheduled to end in March.

JOB presented the Dashboard to the Committee, and highlighted the following:

- Covid-19 related absence (either with Covid-19 or isolating because of Covid-19) – this was generally decreasing.
- Sickness Absence indicated an approximate 0.5% increase year on year. The importance of managers' promptly entering data onto the system was noted.
- Workforce Profile indicated a year on year 10% increase (mainly in Health Protection).
- Staff Turnover, which indicated that the main reason for leaving was due to promotion.
- Staff Covid Vaccination, this dashboard had now been updated to include data on booster vaccinations.

Dashboards were currently in development for Statutory and Mandatory Training, and Covid-19 risk assessment.

The Committee discussed:

- The turnover rates related to promotion, as it showed the positives of staff development.
- The increase in turnover of staff who stayed less than 12 months was an area of concern. NL confirmed this was due to the use of a large number of short term contracts.
- The use of ESR to record annual leave, with some areas not using this system. NL noted that the aim was for all areas to use ESR to record annual leave, although technical issues existed in some parts. JOB noted that this was an area being explored as part of the development of the dashboard. A management sign off was also being developed to ensure that the use of other systems to record these issues was robust. NL assured the Committee that the alternative systems currently in use were being reviewed.
- Presentation of the return to work data and how these were captured in ESR. JOB noted that this was an area being explored as part of the development of the dashboard.

MM thanked JOB for the presentation of the Dashboard, and the Committee noted the ongoing development of the Dashboard.

PODC 3.2/2022 | Diversity and Inclusion Update

The Committee received the Diversity and Inclusion Update paper (Ref 3.2a, b, PODC_2022_02_16).

SM provided some highlights of the ongoing work:

- The rollout of Inclusive Leadership Training was underway for 388 staff of band 8A and above;
- Skills booster online training modules for Diversity and Inclusion,
- Work was ongoing on the 2022-23 programme of work to identify further areas to raise awareness and training needs.

- External speakers had attended events to raise awareness of the work of different groups covering areas of disability, gender and sexual orientation, race, religion and domestic abuse.
- Work to refresh the 'Working for us' webpage was underway and Community engagement sessions were planned to encourage applications from under represented people groups.
- The Kickstart Placement Scheme for 18-25 year olds had commenced, with 7 placements in Public Health Wales. Internships and apprenticeships were being developed.
- The Stonewall results would be published on 23 February 2022.

The Committee commended SM and her team for the developmental work in this area, noting the progress since the last Committee meeting.

The Committee asked how the numbers and diversity of people undertaking the training modules could be monitored. SM informed the Committee that they were actively pursuing a system which would record such data, and of the possibility of building and hosting their own learning management system.

The Committee asked whether the diversity data from applications was being accurately sourced and analysed. SM and MB updated the Committee regarding the sourcing of the data from the TRAC system and the subsequent use of this data. This data would be obtained (annually) in May and used confidentially to review how the Organisation was recruiting staff from diverse backgrounds.

It was suggested that user experiences and feedback could be incorporated into future Diversity and Inclusion reports.

Action: SM

On behalf of the Committee, MM thanked SM for her work in this area, and noted the passion and commitment shown by the whole Organisation to ensure diversity and inclusion was a high priority.

MM thanked JR for her leadership in this area during her time on the Committee. JW expressed the Board's thanks for the work which JR had undertaken for the Organisation in this area during her time on the Board, highlighting the invaluable support, leadership, advice and guidance JR had provided throughout her time at Public Health Wales.

The Committee took **assurance** that extensive work had been undertaken to progress the Diversity and Inclusion agenda in Public Health Wales.

PODC 3.3/2022 | Welsh Language Update

The Committee received the Welsh Language Update paper (Ref 3.3 PODC_2022_02_16).

Committee Members expressed their condolences following the news of the death of Welsh Language Commissioner Aled Roberts, noting the positive work he had undertaken to promote the use of the Welsh language

SM presented the report and highlighted the key points from the report.

The Committee discussed the importance of demonstrating impact and improvements within the Organisation and the provision of support for Welsh Language speakers in the organisation, as well as compliance with the legislative requirements.

NL agreed with this, and noted the impact of the pandemic on progress over the last two years. He assured the Committee that the new structure within the People and Organisational Development Directorate ensured that there were appropriate resources for this work to be taken forward. MM offered the Committees support to the Team to develop and improve the Organisations' use of the Welsh Language, noting the Committee's commitment to reinvigorate the bilingual culture, and to consolidate awareness across the organisation of each team's compliance obligations.

In response to a question on staff members learning Welsh, SM detailed the online resources available to all Public Health Wales staff, which had specific units for teaching Welsh language skills for health care specific staff. Each academic year, the Organisation also funded staff to undertake Welsh language courses; 24 staff were being funded this academic year.

The Committee **noted** the current position with regard to Welsh language provision and took **assurance** that the organisation had the appropriate plans in place to meet our statutory requirements, to reinvigorate our bilingual culture and to consolidate awareness across the organisation of each team's compliance obligations.

PODC 3.4/2022

Partnership Working - Local Partnership Forum Update

The Committee received a verbal update about Partnership Working from NL.

NL advised the Committee that regular meetings continued with various Trade Unions to ensure that partnership working continued effectively. Recent discussions with the Local Partnership Forum focussed on topical issues such as the carryover of leave, pay back, pay progression and other operational day-to-day issues.

HB added that she had worked with staff side colleagues to review the representation on the Committees and that following this, four new trade union representatives had been agreed for the Committees.

The Committee **noted** the verbal update on Partnership working.

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| PODC 3.5/2022 | Our Conversation – Principles for the Future of Work |
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The Committee received a verbal update on Our Conversation – Principles for the Future of Work from NL:

- In December, the Leadership Team approved eight underpinning principles which were guided by our values and people strategy.
- The Business Executive Team approved a 12-month trial of ‘work how it works best’ last September. A trial would begin once the Welsh Government lifted the current working from home directive.
- Other groups involved within the organisation included staff networks, trades union representatives and subject matter leads.
- NL was working with Iain Bell and the Knowledge Directorate to agree the best method to measure the success of the trial. The metrics developed by JOB would also be used during this process.

The Committee noted that the Organisation needed to be equitable and fair all of the workforce when moving on from the pandemic.

MM asked that the eight principles be circulated to Committee members.

Action: NL/LB

The Committee took **assurance** that work was progressing well, ensuring the Principles for the Future of Work was on course to commence immediately once the Welsh Government relaxed the legal requirement for staff to work from home.

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| PODC 3.6/2022 | Audit Reports |
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| PODC 3.6.1/2022 | Taking Care of the Carers? (Audit Wales Report) – Management Response and Assurance Update |
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The Committee received the Taking Care of the Carers Update papers (Ref 3.6.1a, b, c, and d PODC_2022_02_16).

NL introduced the report which was an All Wales, Audit Wales Report specifically related to how NHS Wales Organisations’ had supported staff during the Covid-19 pandemic.

Within the action plan, NL provided a response regarding progress and timelines, and the details of responsible officers. Many of the recommendations within the report were already under consideration by the Organisation as part of the well-being and engagement staff survey.

The completed management response had been submitted to Audit Wales and the six recommendations would be considered as part of future planning

and evaluation activity. An update would be provided to the Business Executive Team in late Spring.

The Committee **received assurance** on the planned next steps identified in the management response.

**PODC 3.6.2/
2022**

Internal Audit Reports

The Committee received the Internal Audit Reports (Ref 3.6.2, 3.6.2a, 3.6.2b, and 3.6.2c PODC_2022_02_16).

The Committee noted that the Internal Audit Reports were submitted to the Audit and Corporate Government Committee on 20 January for their oversight and management of follow up actions resulting from them. The People and Organisational Development Committee considered the reports due to the overlap within the remit of the Committee to scrutinise the work therein.

The Committee asked for clarification related to the assurance regarding the Working time directive. NL advised that he had provided a report to Executives earlier in the week outlining that the numbers of staff in this category had reduced significantly. A flag placed on staff working excessive hours to their line managers has had a positive impact, and line managers were working to resolve this issue.

The Committee **received assurance** on the Internal Audit Reports for Recruitment, Additional Hours and Overtime and Staff Wellbeing

PODC 3.7/2022

Break

PODC 4/2022

Item for Approval

PODC 4.1/2022

Gender Pay Gap Report 2021/22

The Committee received the Gender Pay Gap Report 2021/22 (Ref 4.1a, and 4.1b PODC_2022_02_16). SM introduced the Report and highlighted the key points for consideration.

MM thanked SM for the summary and noted the issue identified relating to the under representation of men in lower banded roles within the organisation. The Committee suggested that a better understanding of the labour market and why people chose Public Health Wales as their employer would support understanding of the Gender Pay Gap. This should focus on proactive action, to help to shape how the Organisation was viewed by prospective employees.

MM suggested that the Committee explore this issue further at a future meeting, and asked that a report be brought back to the Committee on progress at the appropriate time.

Action: NL/SM

The Committee **considered** and **approved** the Gender Pay Gap Report.

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| PODC 4.2/2022 | Strategic Risk Register and Corporate Risk Register |
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The Committee received the Strategic Risk Register and Corporate Risk Register (Ref 4.2a, b and c PODC_2022_02-16).

SS informed the Committee that all strategic risks were currently being refreshed as part of the development of the 2022/23 IMTP.

The Committee referenced the increased risk surrounding staffing issues in response to the pandemic, and specifically within Health Protection and Screening Services, which had been brought up at the Quality, Safety and Improvement Committee meeting on 15 February 2022.

NL explained that the increased risk had also been discussed at length at the Business Executive Team, which focused on the wellbeing aspect for staff, recognising the pressures within the Organisation at this time.

AJ also explained that this increased risk was associated with the start of the Omicron wave of the pandemic, with significant risk of increased absenteeism due to sickness absence. Recent conversations with Meng Khaw indicate an improvement in the situation.

The Committee **considered** the Strategic and Corporate Risk Registers and **took assurance** that the Organisation's Strategic and Corporate risks were being managed appropriately

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| PODC 4.3/2022 | Minutes, Action Log and Matters Arising |
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The Committee received the minutes of the Committee meeting on 14 October 2021 and the Action Log (Ref 4.3a, b and c PODC_2022_02_16).

The Committee:

- **Approved** the minutes of the meeting held on 14 October 2021 as a true and accurate record of the meeting.
- **Approved** the closure of four completed actions on the Action Log.

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| PODC 4.4/2022 | Raising Concerns All Wales Policy |
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The Committee received the Raising Concerns All Wales Policy (Ref 4.4a, b, and c.PODC_2022_02_16).

HB presented the policy as Executive Lead and noted that the Policy Champion was JW.

The Committee discussed how support would be provided to individuals to interpret the policy for specific situations. HB noted that this support would be from her as the Executive Lead for Raising concerns, which was noted in

the policy. JW also assured the Committee that as policy Champion, she also supported staff and ensured any issues were referred to the appropriate individual for advice and support.

The Committee **approved** the Raising Concerns All Wales Policy.

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| PODC 5/2022 | Items for Discussion |
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| PODC 5.1/2022 | Employee Engagement Update |
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The Committee received the Wellbeing Survey and Engagement presentation (Ref 5.1 PODC_2022_02_16.)

NL presented the main points resulting from the survey:

- The survey was run for a third time and 40.5% of staff responded.
- Staff felt safer working in bases, line managers were concerned about workloads, and staff felt less able to take breaks during the day.
- Wellbeing resource were understood, but were not being widely used, and staff were generally unaware of wellbeing leads.
- Further wellbeing support was planned, additional analysis would direct support to areas of concern, localised action plans would be developed and a detailed update would be provided at a future Committee meeting.
- A further staff survey in late Summer/early Autumn; wellbeing workshops; team well beings check ins; care space sessions and listening sessions for younger colleagues were highlighted.

In response to a question on next steps, NL confirmed that the annual engagement survey would continue and work was ongoing with staff networks and trade union colleagues.

The Committee noted some of the positive results of the survey, which showed line managers were fully supportive of their staff during the pandemic and that the approach to build on what had been achieved was supported.

The Committee **noted** the update provided.

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| PODC 6/2022 | Items to Note |
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| PODC 6.1/2021 | Forward Look |
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The Committee **noted** the People and Organisational Development Committee Work Plan (Ref 6.1 PODC_2022_02_16).

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| QSIC 7/2022 | Closing Administration |
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| QSIC 7.1/2022 | Any Other Business |
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MM again thanked JR for her dedication to the Board of Public Health Wales and also to this Committee during her tenure and wished her well in her future endeavours.

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| QSIC 7.2/2022 | Committee Feedback |
| The Committee were invited to provide their feedback of the meeting via email, including any areas that worked well, and any areas for improvement. | |
| QSIC 7.3/2022 | Date of Next Meeting |
| The next meeting would be held on Thursday 7 April 2022 | |
| <i>The meeting closed at 16:40</i> | |

DRAFT