



**Confirmed Minutes of the People and
Organisational Development Committee
27 February 2020, 14:15
Room 3/7, 2 Capital Quarter, Tyndall Street, Cardiff**

Present:		
Judi Rhys	(JR)	Non-Executive Director and Committee Chair
Dyfed Edwards	(DE)	Non- Executive Director
In Attendance:		
Rhiannon Beaumont-Wood Until item 5.3	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals
Liz Blayney	(LB)	Board Governance Manager
Phil Bushby	(PB)	Director of People and Organisational Development
Rebecca Fogarty	(RF)	Engagement and Collaborative Officer
Junaid Iqbal	(JI)	Lead for Service User Experience
Stepheni Kays	(SK)	Community Development Researcher
Sarah Morgan	(SM)	Diversity and Inclusion Manager
Christopher Orr For item 11.1/2020	(CO)	Head of Estates and Health and Safety/ General Manager Operations and Finance Public Health Wales (deputising for Huw George)
Joanne Preece For item 11.5/2020	(JP)	Senior HR Advisor
Stephanie Wilkins	(SW)	Representative from Staff Partnership Forum
Secretariat:		
Julie Robinson	(JR)	Board Support Officer
Apologies:		
Quentin Sandifer	(QS)	Executive Director of Public Health Services/Medical Director
Helen Bushell	(HB)	Board Secretary and Head of Board Business Unit

Huw George	(HG)	Deputy Chief Executive and Director of Finance and Operations
John Lawson	(JL)	Chief Risk Officer
Neil Lewis	(NL)	Assistant Director of People and Organisational Development
Karen Williams	(KW)	Head of Corporate Workforce
Lisa Whiteman	(LW)	Organisational Development Manager
Peta Beynon	(PB)	Employee Experience Manager
Lucy Day	(LD)	Business and Policy Support Manager

The meeting commenced at 14:15

PODC 01/2020 Welcome, introductions and apologies for absence

JR opened the meeting and welcomed all present.

The Committee **noted** the apologies for absence.

PB informed the Committee that due to the prioritisation and reallocation of resources to respond to the Novel Coronavirus outbreak, a number of presenters had been mobilised to assist with the response and were therefore not present at the meeting.

PB provided the Committee with a brief overview of the resource and staffing implications as result of the organisation's response to the Coronavirus outbreak. PB assured the Committee of the organisation's efforts to manage the wellbeing of staff during this time of increased activity.

PODC 02/2020 Declarations of interest

There were no declarations of interest in addition to those already on the declarations of interest register.

PODC 03/2020 Minutes from the previous meeting

PODC 03.1/2020 Approval of Minutes of the meeting of 02 October 2019

The Committee **resolved** to approve the minutes of the meeting held on 02 October 2019 (ref 1.3.PODC.27022020) as an accurate account of the meeting subject to the following changes:

- In the list of attendees, correction to Barbara Busby's name;
- Amendment to Item 54.1 – People Strategy and Workforce Planning: 'The Committee considered...Concerns raised about the implications for staff in the use of fixed term contacts over permanent positions and *the potential external outsourcing of HR function*'

PODC 03.2/2020 Committee Action Log

The Committee **received** the action log (ref 1.4.PODC.27022020).

The Committee **considered** the one open action and approved the revised target date. The Committee **resolved** to approve the closure of the completed actions.

PODC 04/2020 Matters Arising

There were no matters arising.

PODC 05/2020 Any other items of urgent business for discussion at the end of the meeting

None.

PODC 06/2020 Stonewall Equality Index

The Committee **received** a verbal update on the Stonewall Equality Index.

The Committee noted the organisation's significant improvement on the Stonewall Quality Index from 338 when we first took part in 2018 to where it currently stands at 100th place of published organisations. The Committee commended the work of the team and the organisation for this achievement, highlighting that at the recent Cymru Stonewall Conference, Sarah Morgan and Sian Bolton received awards for 'Ally of the Year' and 'Senior Champion' respectively.

The Committee **noted** the improvements and progress that had been made in relation to equalities within the organisation, thanking SM for the breadth of work she had undertaken since starting with the organisation.

POCC 07/2020 Getting the Basics Right

SK/RF/JI joined the meeting

07.1/2020 Staff Experience Story

In introducing Stepheni Kays, JI highlighted that her story linked into the strategic objectives item later on the agenda (ref 2.1.PODC.2702020).

SK provided the background to her journey to Public Health Wales, working within a Health Foundation Project. SK commented on her journey as an asylum seeker from Zimbabwe, and outlined the process that she went through to be recognised as a refugee. During this time, unable to work whilst the application was processed, SK volunteered for the Citizens Advice Bureau and later secured employment as an integration officer.

SK provided insight into her initial experience of joining the organisation, which included the integration of new starters into the multifunctional workspace. SK had

experienced initial issues around feeling welcome, and felt isolated on her arrival to the office. SK highlighted the lack of recognition of the organisation and its role within the wider population, which could have an impact on attracting a diverse workforce.

The Committee noted the following from the experience story:

- The organisation needed to look at how it could further promote itself across a wide range of communities;
- Improvements required around the organisations culture of consistently welcoming new starters.

Following the discussion, the Committee considered what could be put in place to address the issues raised:

- Meeting more widely with Third Sector organisations to promote and raise awareness of the work of Public Health Wales;
- Provide a culture of welcome to new employees, perhaps by providing a 'Buddy' system and an induction programme;
- A mechanism to feed back to the Directors' of teams that are insular, or unwelcoming.
- Mentor training;
- Ensuring opportunities are as accessible as possible;
- Gather feedback on the induction process to learn from the experiences of new employees.

SM commented that a relevant Strategic Equality Plan was due for launch. SM also welcomed the opportunity to liaise with SK regarding the organisation's engagement with different communities.

Action: SM

The Chair thanked SK for her presentation to the Committee and for sharing useful and important insights.

07.2/2020 People and OD Development Directorate Priorities

The Committee **received** the report, which was currently in draft form prior to presentation to the Business Executive Team (ref 2.2.PODC.27022020).

The Committee considered the nine pivotal themes within underpinning objectives for the strategy and provided the following comments:

- RBW confirmed she had linked in with Neil Lewis, and a recent Board Development session had focussed on harnessing data as part of the plan and focussed on the Knowledge Directorate
- The approach to engagement and attracting talent was key to optimising relationships
- Acronyms need to be removed

SW agreed to contact PB to discuss the delivery of Being My Best workshops, which would give staff the confidence and tools to support living the Public Health Wales values.

Action: SW/PB.

The Committee **noted** the report and agreed to consider the report further at the March 2020 Board meeting.

07.3/2020 Bi-annual summary of Policies and Written Control Documents

The Committee **received** the update on the Bi-annual summary of policies (ref 2.3.PODC.27022020).

The Committee noted the summary of the 61 policies within the Committee's remit, noting that 36 were in date. The Committee went on to consider the progress to review and update the 25 out of date policies.

The Committee **resolved** to approve the removal of the following policies:

- Black 46 Latex Policy
- Black 43 Procedure for dealing with professional conduct/competence of trust medical staff
- Medical and Dental Disciplinary procedure

The Committee took **assurance** on the prioritisation and progress made to review policies, procedures and other written control documents.

PODC 08/2020 Attracting Great People and Creating a Modern Workplace

08.1/2020 Employee Engagement Update

The Committee **received** the Employee Engagement Update report (ref 3.1.PODC.27022020).

The Committee noted:-

- The additional detail available on actions from the previous survey;
- Further work was to be completed on the approach for the coming year;
- The intention to have an in house staff survey, and the creation of a rolling programme of staff feedback on various issues;
- Opportunities via the Chief Executive and Chairs group to influence the agenda.

The Committee recognised the challenge of this 'All Wales' initiative but felt that some of the measureable outcomes were not specific enough. PB reiterated that there was still an opportunity for the organisation to feedback and contribute on these points.

The Committee noted the new approach and took **assurance** that proactive plans and activity were in place and progressing in response to the results of the 2018 Staff Survey.

PODC 09/2020 Growing our Skills and Talent

09.1/2020 Training and Development Funding: A blueprint for structuring investment

The Committee **received** the Training and Development Funding report (ref 4.1.PODC.27022020) which provided the background to the origins of this report, formulated from a request to see how much was invested in development.

PB informed the Committee that a significant proportion of the budget was allocated for development, with spend mainly coming from the Directorate budgets. However, allocation of the budget was felt to be neither strategic nor proactive.

The Committee suggested the inclusion of further detail around the measurement of success, which could influence investments in the future.

The Committee **noted** the report and **agreed** the next steps outlined in the report.

09.2/2020 Wales Audit Office: Collaborative Arrangements for managing Local Public Health Resources

The Committee **received** the report Wales Audit Office: Collaborative Arrangements for Managing Local Public Health Resources (ref 4.2.PODC.27022020).

The Committee were informed that this report resulted from a study by Wales Audit Office into the relationship between Public Health Wales, Welsh Government and Wales Audit Office, and resulted in a nine point action plan, remitted from the Audit and Corporate Governance Committee to the People and Organisational Development Committee for continued oversight, as actions 6b to 9 were people related.

The Committee noted the actions and updates to date, and requested to receive for information the range of position statements, which outlined improvement in relationships.

Action: PB

The Committee took **assurance** that the organisation has progressed the focus areas of action to improve the capability and capacity of the public health workforce.

PODC 10/2020 Risk Assurance**10.1/2020 Board Assurance Framework extract for Committee**

The Committee received the Board Assurance Framework extract (BAF) (ref 5.1.PODC.27022020).

The Committee:

- **Noted** the development made to the BAF approved by the Board in January 2020;
- **Considered** Risk 1, and received assurance that the actions identified were being appropriately managed; and
- **Agreed** to close action 2 in Risk 1.

10.2/2020 Corporate Risk Register

The Committee **received** the Corporate Risk Register (ref 5.2.PODC.27022020)

In considering the Corporate Risk Register, the Committee noted the following:

- The addition of one new risk 1003, related to Welsh Language Standards;
- Risk 493, that the organisation would not develop staff;
- Risk 906, that the organisation would not manage change related to the new strategy. PB updated that two key pieces of work within the strategy have now been delivered;
- The need to develop a risk on the Board Assurance Framework to respond to emergencies.

The Committee took **assurance** that the corporate risks of the organisation were being managed appropriately.

RBW left the meeting

10.3/2020 Committee Work plan 2019-20

The Committee **received** the Committee Work Plan 2019-20 (ref 5.3.PODC.27022020).

The Committee noted the work plan provided a backward look on the areas of work completed during 2019-20 and took **assurance** that all remaining areas would be taken forward during the course of 2020-21.

PODC 11/2020 A Diverse, Inclusive and Healthy Workforce**11.1/2020 Health and Safety Report including Health and Safety Risk Register**

The Committee **received** the Health and Safety Report including the Health and Safety Risk Register (ref 6.1.PODC.27022020).

The Committee **noted**:

- There was no Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR) during quarter 2 and 3 of 2019- 20, however one was reported in January 2020;
- All of the organisation’s estate properties were 100% compliant in the five key areas of statutory responsibility.
- Autoclaves remained an ongoing operational challenge, particularly within the University Hospital Wales. Funding was secured from Welsh Government to help rectify the situation.

The Committee took **assurance** that appropriate measures were in place to monitor compliance and to address areas identified for improvement.

11.2/2020 Welsh Language Standards: Compliance and Action Plan

The Committee **received** an update on the Welsh Language Standards (ref.6.2.PODC.27022020).

The Committee considered the report, **noting**:

- The improved engagement across the organisation;
- 90% of standards were in compliance, with 10% not compliant;
- Standards, 106, 107 and 17 had been challenged with the Commissioner. An extension of time had been provided for Standard 17.
- A technological option may be required in order to achieve full compliancy.
- Job Descriptions had to be translated into Welsh.
- Engagement with Shared Services, the police and the education sector.

DE congratulated all those involved in the Welsh Language Standards and the strides made, noting the considerable cultural shift taking place within the organisation.

The Committee took **assurance** on the progress made in respect of the standards and continued focus to find solutions for those which had proved difficult to achieve in the timescales set.

11.3/2020 Annual Equality Report 2018-19

The Committee **received** the Annual Equality Report 2018-19 which was a retrospective look at the activities undertaken up until 31st March 2019 (ref. 6.3.PODC.27022020).

The Committee were informed that the report had been to the Business Executive Team meeting twice and their comments to separate out the workforce element from the Annual Equality Report were reflected in the report presented.

The Committee reviewed the report, noting the nature of the report and the volume of work that would be required to deliver it and queried any additional support requirements. SM confirmed that the Strategic Equality Plan was ambitious and welcomed any support.

The Chair commented that it was a very comprehensive report and congratulated SM on her work in moving the organisation forward.

The Committee resolved to **approve** the Annual Equality Report and Workforce Report, noting the reports would be circulated at the March 2020 Board meeting for information.

11.4/2020 Strategic Equality Objectives and Implementation Plan

The Committee **received** the Strategic Equality Objectives and Implementation Plan (ref 6.4.PODC.27022020).

The Committee noted that work started last April and included comprehensive engagement with staff and stakeholders, resulting in a set of robust objectives and knowledge of areas which needed to be developed.

One of the key deliverable objectives is that of Equality and Diversity Training. Public Health Wales are the only NHS organisation who do not hold classroom based training, with only the 'Treat Me Fairly' on line training available which is very patient focussed and not fit for purpose.

The Committee congratulated SM in putting this report together but were conscious that it would require resources to bring the plan into being.

The Chair stated that she was aware that within Wales there was a group comprising organisations from the NHS and other public bodies who were working collaboratively on this area. It was felt being part of this group would have assisted with the workload involved. PB agreed to take this on board and take up any further opportunities to work with other organisations, should they arise within the five objectives.

DE commented that through working with the Welsh Revenue Authority he had become aware of work that is undertaken nationally, which could be considered, as the work was developing at quite a pace and encompasses every area of Public Health Wales.

The Committee **recommended** to the Board that it approve the Strategic Equality Plan and Objectives 2020-2024, and agreed to raise the issue of resourcing to the Board's attention for implementation of the plan.

11.5/2020 Gender Pay Gap

The Committee **received** for approval the Gender Pay Gap report, noting that this was a snapshot of the situation as of 31st March 2019 and hence a retrospective report (ref. 6.5.PODC.27022020).

The Committee noted:

- The pay gap had reduced by 1.7%;
- The lower level of recruitment of males to lower bands, and that the pay award the previous year would lessen the gap over future years.

The Committee commented that the organisation should map out its ambition and the steps required to achieve this to enable the Board to decide the way forward.

The Committee resolved to **approve** the Gender Pay Gay report.

11.5/2020 Dying to Work Campaign

The Chair and PB left the room to sign the Dying to Work Charter.

11.6/2020 Date of next meeting

It was noted that the next meeting would be provisionally held on 14 April 2020, 13:30, Room 3/2 Public Health Wales, Capital Quarter 2, Tyndall Street, Cardiff, CF10 4BZ

The meeting closed at 16.10pm