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**Confirmed Minutes of the Public Health Wales
People and Organisational Development Committee
Open Meeting 8 July 2021, 09:30
Venue: via Microsoft Teams**

Present:		
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
Barbara Busby	(BB)	Organisation Development Consultant (joined for Agenda Items 10 and 11)
Paul Dalton	(PD)	Head of Internal Audit, NHS Wales Shared Services Partnership - Audit and Assurance Services
Meng Khaw	(MK)	National Director of Screening and Health Protection Services, and Medical Director
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 (joined for Agenda Item 3)
Lisa Whiteman	(LW)	Head of Organisational Development, Design and Learning
Stephanie Wilkins	(SW)	Staff side representative (joined at 09:36 and left at 11:42)
Verity Winn	(VW)	Audit Wales
Apologies		
Rhiannon Beaumont-Wood	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals
Helen Bushell	(HB)	Board Secretary and Head of Board Business Unit
Tracey Cooper	(TC)	Chief Executive

Secretariat	
Andrew Morton	Board Support Officer
<i>The meeting commenced at 09:30</i>	
PODC 08/2021	Welcome, Introductions and apologies
<p>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.</p> <p>MM welcomed MK to his first meeting of the People and Organisational Development Committee.</p> <p>The Committee noted the apologies above.</p> <p>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.</p>	
PODC 09/2021	Declarations of Interest
<p>There were no declarations of interest in addition to those already declared on the Declarations of Interest register.</p>	
Items for Assurance	
PODC 10/2021	Workforce update and Performance Dashboard
<p>The Committee received a presentation from NL and JOB using live data from the Performance and Assurance Dashboard, noting that the Data was usually updated monthly, but, some data was updated weekly (as indicated within the dashboard).</p> <p>The vaccination status of staff was discussed; current status showed 78% of staff had been fully vaccinated, and 88% had received the first dose. The Committee queried the unvaccinated staff in the data who were in front line roles, sought assurances that the risk of this had been assessed. NL advised that discussions had taken place with RBW on this matter, and discussion at a local level had taken place to ensure the safety of staff and patients.</p> <p>It was agreed that, in discussion with RBW, NL would provide update for the Committee addressing data analysis and potential concerns, particularly of front line staff, regarding their vaccination status and what implications there has been to patient safety resulting from non-vaccinated staff continuing to work in a front line role. This would be circulated to the Committee prior to the next meeting. MK asked for this to be circulated to the Committee prior to the next meeting, and that it contained an update on the risk assessments completed for unvaccinated front line staff in undertaking their role, and any concerns this had raised.</p> <p>Action: NL/RBW</p>	

The sickness data showed a lower than normal sickness rate; NL suggested this was likely to be due to the work from home during the pandemic and the flexibility associated with this. He expressed caution that sickness due to stress and anxiety was being observed, particularly in those core areas where staff had been subject to higher than usual pressures to deliver.

The Committee asked why the appraisal performance rate had dipped below target. NL advised this being reviewed and monitored through the Business Executive Team, however the focus had been on the wellbeing one to one conversations between staff and managers, and this had been acknowledged by both the Chair and the Chief Executive.

It was agreed that NL provide an update at the next meeting clarifying the issues raised and also indicating further developments to the dashboards.

Action: NL

MM thanked JOB and NL for the helpful display of the dashboard, noting that the live data was useful to the Committee.

The Committee:

- **Took assurance** from the update, and;
- **Noted** the planned next steps.

PODC 11/2021

Welsh Language

The Committee received a report (Ref 4. PODC 080721) on the current position of Public Health Wales Welsh language provision, including how the organisation was meeting its statutory obligations, and the remedial actions being taken.

SM highlighted the following from the report:

- The requirement to answer external calls in Welsh was currently being investigated by the Head of IM&T, Informatics for an IT solution;
- The requirement to publish all Job Descriptions, Person Specifications and job advertisements in Welsh as well as in English presented issues in terms of the cost of translation. The intention was to create an internal library of standardised Job Descriptions to ensure that they were translated at point of entry into the library (thus raising the cost of translation only once rather than multiple times).
- Clinical Consultation Plan had now been drafted; the Welsh Language Commissioner had been working with Health Boards and Trusts to develop their plans, this meant Public Health Wales' original plan could be revised, and simplified.
- The issue of staff being able to specify their language choice for communication is in hand.
- A sharepoint page with a database had been developed to address the various standards regarding language choice in correspondence.

- The 'How Are You Doing?' telephone survey, which had been delivered by an external company had been the subject of a complaint which was currently being investigated by the Welsh Language Commissioner. A Welsh speaking member of the public had also raised an issue through the 'raising a concern' process, who suggested changes to the way that calls were currently handled and those changes are now being incorporated into the procedure. However, this had highlighted questions around procurement and the Welsh language obligations, which will be investigated further.
- The agreement with Shared Services for translation services had been improved to allow a 50% increase in provision available to Public Health Wales from 0.5 to 1.0 FTE, resulting in better support and a faster response to enquiries.

The Committee discussed the following:

- The data indicated that the figure for Welsh language skills compliance on ESR had reduced recently. The Committee suggested that the percentages of Welsh language skills of people within the organisation would be useful in future reports for wider context, alongside the currently reported percentage of people who had completed the skills requirement on ESR.
- The Committee suggested the consideration of an in-house approach for promoting Welsh language skills and for translation as it was felt that this option could be beneficial in the longer terms to promote and support Welsh Language use within the organisation.

The Committee noted its support for the work being undertaken in this area, and emphasised that every opportunity should be taken to normalise Welsh within the workplace, this included using technology wherever possible. MM thanked SM and reiterated the Board's and Committee's support to supporting the promotion and use of the Welsh Language throughout the organisation.

The Committee **noted** the report.

PODC 12/2021	Recruitment Update including the Health Protection Business Case
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The Committee received a report (Ref 5. PODC 080721) providing the current recruitment status with the Health Protection Business Case.

NL assured the Committee that steady recruitment was continuing, some staff who had been recruited were unable to join immediately due to notice periods. The stages in the recruitment process were summarised in Table 4 of the attachment and Table 6 showed the posts yet to be approved.

NL agreed to compile a dataset to include as part of the next Recruitment Update around Health Protection Business Case to Committee at its next

meeting showing where new staff were being appointed from (internally or externally).

Action: NL

The Committee asked how the newly appointed staff were being appropriately inducted and supported. NL assured the Committee that inductions both Corporately and locally were being undertaken and that his Directorate were proactively managing the situation to ensure the new staff were supported.

MM thanked NL for the report and welcomed the further report at the Committee's next meeting in October 2021.

Item for Recommendation

PODC 13/2021

Terms of Reference Review

The Committee received the Terms of Reference Review paper (Ref 6. PODC 080721). LB explained that the Board had approved amendments to the Quality, Safety and Improvement Committee Terms of Reference on 27 May 2021; including the transfer of Health and Safety matters from the People and Organisational Development Committee to the Quality, Safety and Improvement Committee. These changes had been made to the People and Organisational Development Committee Terms of Reference presented to the Committee.

No further changes were proposed to the Committee's Terms of Reference.

The Committee:

- **Considered** the Terms of Reference;
- **Agreed to recommend** to the Board that no changes were made to the Committee's Terms of Reference.

Items for Approval

PODC 14/2021

Ratification of Chair's Actions

The Committee received the Ratification of Chair's Action paper (Ref. 7 PODC 080721 Ratification of Chair's Action Paper).

MM explained to the Committee that the Welsh Government required an acceptance of an All-Wales Respect and Resolution Policy by 1 June 2021 which was prior to this Committee meeting; this had been approved via Chair's Action and brought to the Committee for ratification, in line with the process outlined within Standing Orders.

The Committee

- **Noted** the occasion where Chair's Action was taken;
- **Received assurance** that the actions were taken in accordance with Section 2 of Standing Orders;

- **Ratified** the Chair's action to approve the All Wales Respect and Resolution Policy.

PODC 15/2021	Minutes, Action Log and Matters Arising
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The Committee received the minutes of the Committee meeting on 21 April 2021 and Action Log (Ref PODC 080721).

The Committee:

- **Approved** the minutes of the meeting held on 21 April 2021 as a true and accurate record of the meeting.
- **Approved** the closure of two actions on the action log.

There were no matters arising.

PODC 16/2021	Work Plan
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The Committee received the Work Plan (Ref 9.PODC 080721).

LB advised the Committee that, following discussions with colleagues, because of Statutory requirements regarding the Welsh Language provision, the need could arise to use Chair's Action before the next meeting.

The Committee asked about re-introduction of Staff Stories to the meeting. LB advised this would be re-introduced in collaboration with other Committees and the Board.

The Committee **accepted** the Work Plan.

Items for Discussion

PODC 17/2021	People Strategy
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The Committee received the People Strategy presentation (Ref 10.PODC 080721). BB outlined the People Strategy which had been approved prior to the pandemic in January 2020. The People Strategy 2020-30 had nine distinct themes; the central theme of Inspiring Culture and Compassionate Leadership was closely linked to each of the other eight themes.

The presentation highlighted the interdependencies of the People Strategy with other strategies including; the Strategic Equality Plan; the Quality and Improvement Strategy, Our Approach to Engagement Plan; the Digital Strategy; the Research and Evaluation Strategy; and the Vision for Knowledge Mobilisation and the International Strategy (2017).

The Committee suggested that clarification needs to be drawn as to which section or department leads on individual strategy and who takes ownership of the linkages between the constituent parts of the strategies.

MM thanked BB for the helpful presentation.

QSIC 18/2021**Our Conversation - Future Ways of Working**

The Committee received a presentation on the Future Ways of Working (Ref 11. PODC 080721).

LW summarised the following:

- An outline of the approach undertaken for the 'Our Conversation' exercise to engage with staff; 200 staff inputted to the exercise and responded to the questions;
- Summarised the key findings and collective responses including what has worked well and what staff were most proud of; and
- The next steps and how this work would be progressed.

The Committee discussed the following:

- Positive comments as to the learning from the positive effects which had arisen from the pandemic response;
- Suggestion to consider examples more broadly than from within the NHS, and to use examples from, for example Charitable Organisations in the Third Sector, where similar work had been undertaken; and
- Noting the size of the organisation at around 2000 staff, the data from the 200 staff who participated in the questions needed to be taken in that context.

NL summarised the next steps of this process, explaining that the detailed findings of the exercise would be taken to the Executive Team in July 2021, to determine and agree the actions to be taken. A summary of the agreed actions, along with any strategic elements for discussion at Committee would be provided at the October Committee.

Action: NL

MM thanked LW for the excellent work undertaken, and for the detailed and informative presentation to the Committee. The Committee looked forward to receiving an update on the progress of this work at its next meeting in October 2021.

QSIC 19/2021**Closing Administration****19.1/2021****Any Other Business**

None

19.2/2021**Committee Feedback**

Feedback from the meeting would be sought by email.

19.3/2021**Date of Next Meeting**

The next meeting is on Tuesday 14 October 2021

The open session closed at 11:45