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**Unconfirmed Minutes of the Public Health Wales  
People and Organisational Development Committee  
Open Meeting 14 October 2021, 09:30  
Venue: via Microsoft Teams**

<b>Present:</b>		
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
<b>In Attendance:</b>		
Rhiannon Beaumont-Wood	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals
Liz Blayney	(LB)	Deputy Board Secretary and Board Governance Manager
Matthew Browne	(MB)	Head of Resourcing and Talent (joined for Agenda Item 3.3)
Helen Bushell	(HB)	Board Secretary and Head of Board Business Unit (arrived 09:43)
Tracey Cooper	(TC)	Chief Executive (arrived 10:06)
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 (joined for Agenda Item 3.1)
Lisa Whiteman	(LW)	Head of Organisational Development, Design and Learning (joined for Agenda Item 5.1)
<b>Apologies</b>		
Meng Khaw	(MK)	National Director of Screening and Health Protection Services, and Medical Director
Stephanie Wilkins	(SW)	Staff side representative
<b>Date:</b> 15 October 2021	<b>Version:</b> v0.0	<b>Page:</b> 1

<b>Secretariat</b>	
Andrew Morton	Board Support Officer

*The meeting commenced at 09:30*

**PODC 23/2021 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 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 January 2022.

**PODC 24/2021 Declarations of Interest**

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

**Items for Assurance**

**PODC 25.1/2021 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).

It was noted that some Committee members had encountered issues accessing the PAD and these were being resolved. JOB had provided pdf copies of the dashboard which had been circulated to Committee members ahead of the meeting and had also been made available to the public.

A number of dashboards were examined, including:

- Covid-19 related absences;
- Sickness Absence: it was noted that sickness absence rates had now returned to pre-Covid-19 levels;
- Growth and turnover within Public Health Wales: this captured data had allowed for additional analysis, which showed that the majority of leavers left due to the completion of fixed term contracts; others left due to retirement or due to promotion. The use of exit questionnaires was now being further developed to understand leavers' reasons for leaving.
- Staff Covid-19 vaccination: 6% of staff were currently unvaccinated. Future work would include the provision of booster data on the dashboard.

JOB highlighted work currently in progress to develop new dashboards to reflect: Time to Hire; Statutory and Mandatory Training; Appraisals; Covid-19 workforce risk assessment, and Equalities. It was acknowledged there were

concerns surrounding the integration of ESR to allow the download of data needed to update various dashboards, which were being explored.

Members noted the current rate of long term sickness absence due to stress, depression and anxiety issues. It was acknowledged was a longer term issue, and this had been highlighted to Directorate and Divisional Leads to investigate further.

The Committee asked for and received assurances that the large number of recently appointed staff had all been appropriately budgeted for and that there no any underlying concerns for finance.

RBW advised the Committee that the uptake of the influenza vaccination during the Autumn/Winter 2021/22 season would be recorded on the dashboard this year. She noted that the data would be difficult to capture as the vaccinations could be given in numerous places, and updating the data from external sources of the vaccine relied on self-reporting by individuals.

AJ noted the increased likelihood of multiple respiratory infections in the population this winter and was keen to support in the development of the dashboard to reflect these infections rates and associated absences.

The Committee highlighted that there appeared to be variations in the rates of sickness relating to pay band – with many fewer absences recorded in the higher pay bands. NL noted this, and would review and report back to the meeting.

**Action: NL**

MM thanked NL and JOB for the presentation of the dashboard. The Committee discussed the need to reflect on how it could use the data in the dashboard to support it in its assurance role to the Board.

It was agreed that the dashboard gave assurance to the Committee on the areas discussed, and that issues raised within the data were being addressed by the team. It was agreed that the Committee consider the PAD at its next meeting.

**Action NL / LB**

#### **PODC 25.2/2021 | Organisational Policies - Bi-annual Update**

The Committee received the Organisational Polices Update paper (Ref 3.2a, b, c PODC 141021). HB summarised the paper.

The Committee:

- **Took assurance** on the prioritisation and progress being made to review policies, procedures and other written control documents within the remit of the Committee.

- **Approved** the list of policies and procedures proposed to be removed from the register as were are no longer relevant or had been replaced with other polices ,within table one of the report.

**PODC 25.3/2021 Recruitment Update around Health Protection Business Case**

The Committee received the Recruitment Update – Integrated Health Protection Service Business Case paper (Ref 3.3 PODC 141021). MB updated the Committee on the progress of the recruitment and explained the use of the tracker in the recruitment process, ensuring that timelines were complied with.

MM thanked MB for the detailed report, and commended the team on the progress made in delivering this project. MM noted that there was limited diversity in the appointments, with limited appointments in particular from BAME individuals. MB noted that the recruitment campaign provided a baseline for standard recruitment at pace, and that work was ongoing with SM to discuss how this baseline could be developed at an organisational level in future campaigns. NL added that there was work ongoing with the staff networks to improve the rate of recording ethnicity and other protected characteristics to ensure accuracy of the data.

MM noted there were four posts that were approaching their recruitment deadlines, and asked for an indication of the severity of this delay and the any impact on services. AJ informed the Committee that two of these posts were due to slippage, and work was ongoing to fill these posts. The other two positions were senior specialist positions which were by nature difficult to recruit into. He provided reassurance to the Committee that the team were reviewing the workforce capacity, and were looking to appoint to temporary positions to ensure appropriate and adequate service provision for the next 6 months.

The Committee **took assurance** on the management of the recruitment process for the Health Protection Business Case.

**Item for Approval**

**PODC 26.1/2021 Annual Equalities Report 2020-21**

The Committee received the Annual Equality Report 2020-21 paper (Ref 4.1a, b PODC 141021). SM introduced the paper and summarised the highlights.

The Committee commended the team the amount of work covered within this area, which was summarised within this reports, and asked SM what the most significant improvement that had been made on an organisational level. SM responded that the improvements in the data, declaration rates and the feedback from the networks on personal experiences, were the most significant indicators of a more inclusive organisation.

In response to questions regarding where further work was required, SM noted that general knowledge and understanding of diversity and inclusions could be improved organisationally.

RBW echoed this, and added that further support to managers, for example to include diversity and inclusion as part of the recruitment process was needed organisationally to progress in this area.

The Committee noted that the objectives within the report were not mapped clearly to the work that had been undertaken, such as objective four regarding to accessibility. SM noted that work in this area had been paused due to COVID-19, but that this had since resumed. She noted that previously an Equalities report had been submitted to the Committee on a quarterly basis to provide oversight and assurance of progress against these objectives. It was agreed that Quarterly Equalities Reports be added to the work plan for the Committee.

**Action: SM / LB**

MM thanked SM and the team for the report, and commended the passionate leadership, and added that the significant work that had progressed in this area.

The Committee **approved** the Annual Equality Report 2020-21, noting that the document would be published following approval.

#### **PODC 26.2/2021 | Workforce Report Annual Report 2020-21**

The Committee received the Workforce Report Annual Report 2020-21 paper (Ref 4.2a, b PODC 141021).

The Committee **approved** the Annual Workforce Report 2020-21, noting that the document would be published following approval.

#### **PODC 26.3/2021 | Minutes, Action Log and Matters Arising**

The Committee received the minutes of the Committee meeting on 8 July 2021 and the Action Log (Ref. 4.3 PODC 141021).

The Committee:

- **Approved** the minutes of the meeting held on 8 July 2021 as a true and accurate record of the meeting.
- **Approved** the closure of three completed actions on the Action Log.

NL and RBW addressed the open action relating to vaccination of staff; sufficient work had been undertaken regarding front line staff on vaccination status. This Action Point would be updated and closed on the log following this verbal update.

**Action: AM**

**PODC 26.4/2021 | Ratification of Chair's Action**

The Committee received the Ratification of Chair's Action (Ref 4.4.PODC 141021).

The Committee:

- **Noted** the occasion where Chair's Action was taken;
- **Took assurance** that the actions were taken in accordance with Section 2 of Standing Orders;
- **Ratified** the Chair's Action to approve:
  - o The All Wales Secondment Policy;
  - o The Welsh Language Annual Report 2020/21.

**Items for Discussion****PODC 27.1/2021 | Our Conversation – Principles for the Future of Work**

The Committee received the Principles for the Future of Work presentation (5.1b PODC 141021 - Principles for the Future of Work). NL and LW presented the recent updates from the latest Task and Finish Group Meeting:- Work Where/How it works best.

The recommendations which had been agreed by the Business Executive Team in September were gathered from many sources, including: Executive Team interviews; NHS Organisations in Wales; The Welsh Government aim for 30% of workers to work at or near to their home; and Organisational growth and the impact on its estate.

The Task and Finish Group comprised members from the People and Organisational Development Directorate; Trade Union representatives; Informatics; Staff Diversity Network; Communications and Staff representatives.

The aim of the Task and Finish Group was to develop draft principles to guide a twelve-month trial to 'Work where and how it works best' by maximising the benefits identified, utilising additional flexibility and choice, and then minimising any negative effects of these changes to work patterns. The trial would reported to the newly restructured Leadership Team who would enable and evaluate the trial by providing toolkits and delivering training packages, policies and processes for managers, teams and individuals which were suited to the specific mode of working.

Four key areas had been identified for consideration:

- Experience and Connectedness
- Wellbeing and Inclusion
- Estates, Health and Safety, and Technology
- Policy and Support

Regarding staff with disabilities: it had been agreed that staff with disabilities would be provided with any required equipment at their home and in their office.

The timeframe for delivering the plan was based on the Welsh Government's stipulation to work from home, which remained in place for Autumn and Winter 2021/22. The Leadership Team would be considering draft principles by the end of November.

The Committee noted that the response to the pandemic had identified potential benefits to the Organisation in terms of ways of working, which should not be lost. The Committee asked for the possibility of hub working be explored, including hub working across different sectors. LW responded that this was being reviewed as part of the consideration of any reconfiguring of the workplace.

The Committee reflected on the balance needed to support agile working, whilst ensuring the organisational needs were met. LM agreed with this and noted that emphasis was placed on flexibility, and on ensuring that the organisation delivered the best possible staff experience by remaining connected and to prevent potential isolation.

In terms of measurable outcomes, the Committee were assured that the following would be put in place:

- Work within the Knowledge and Employee Experience Team would establish measures to be used in evaluation process;
- A booking system for workspaces would be developed for the whole estate;
- Guidance would be developed for managers to evaluate performance and outcomes;
- Information from "Our Conversation" would be considered and developed allowing reconfiguration of collaborative work space and learning.

MM thanked LW for the presentation, as the work was continuing and constantly evolving, it was agreed that an update would be provided at the next People and Organisational Development Committee meeting in January.

**Action: NL/LB**

### **QSIC 27.2/2021 | Workforce Equality Analysis**

The Committee received a presentation on the Workforce Equality Analysis (5.2b PODC 141021 - Equality Gap Analysis).

The Gap Analysis had been undertaken using in-house expertise to address known gaps within the Organisation. This work has extended across several Directorates: People and Organisational Development; Health, Knowledge

and Research; Quality, Nursing and Allied Health Professionals and Health Protection and Screening.

Five key areas where gaps existed were identified;

- Workforce;
- Network engagement;
- Data and Service User Monitoring;
- Monitoring Outcomes; and
- Engaging with Communities where a low uptake of service existed.

It was noted that work in some areas was dependant on work in other areas, such as the requirement for the development of the appropriate data to support decision-making.

The work would be undertaken in two distinct phases, the first phase, the six months lasting until March 2022 would address short term actions and also conduct preparatory work to enable further work in the second phase.

The key aims of Phase One would be:

- Diversity and Inclusion training for all staff Band 8a and above (about 390 people);
- Review of recruitment process identifying why some groups were not progressing to interview;
- Introduce Welsh Government funded work placements;
- Develop a data collection strategy;
- Screening to identify barriers affecting service user diversity and formulating an action plan;
- Implementation of an appropriate system to engage with communities and document feedback.

The second phase would address areas of work requiring consultation and further consideration by the Business Executive Team. The key aims of Phase Two would be:

- The roll out of Diversity and Inclusion training to band 7,6 and 5 staff;
- Further promote and monitor uptake of Skills Booster training package;
- Introduce apprenticeships for underrepresented groups;
- Work with universities and similar organisations to better understand barriers to applying for Public Health Wales vacancies;
- Further embed the engagement system and identify key performance indicators; and
- Implement actions from data collection strategy.

The successful implementation of this strategy was dependent upon investment bids for 2022-2023, and this would impact on resources and capacity. The Welsh Government's Socio-economic Duty came into force on 1 April 2021 and had to be considered with respect to work in this area.



This work would contribute to the consultation and development of a new Strategic Equality Plan (SEP) which was expected to start in Summer 2023.

The Committee commended the work undertaken to date, and the planned activity to move forward in this area. The Committee raised concerns that there may not be sufficient resources to complete the work. NL agreed the timeframe envisaged was a challenge, but would be driven by the whole organisation working within their individual Teams and Directorates.

The Committee discussed the role of the Board to lead on this agenda, to ensure sufficient support from the Board was visible to the organisation, noting its importance.

MM thanked SM for the presentation, and it was agreed that a quarterly update on Equalities be added to the Committee work plan to ensure the Committee was kept up to date on progress within this area of work.

**Action: NL / LB**

#### **Items to Note**

##### **PODC 28.1/2021 | Committee Work Plan**

The Committee **noted** the People and Organisational Development Committee Work Plan (Ref: 6.1 PODC 141021 – Work Plan), with the addition of the quarterly Equalities update to be included.

##### **QSIC 29/2021 | Closing Administration**

##### **29.1/2021 | Any Other Business**

None raised.

##### **29.2/2021 | Committee Feedback**

The Committee were invited to provide feedback from the meeting after the meeting via email, including any areas that worked well, and any areas for improvement.

##### **29.3/2021 | Date of Next Meeting**

The next meeting was on Thursday 13 January 2022

*The meeting closed at 11:50*