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**Unconfirmed Minutes of the Public Health Wales
People and Organisational Development Committee
Open Meeting 6 October 2022, 09:30
Venue: via Microsoft Teams**

Present:		
Mohammed Mehmet	(MM)	Committee Chair and Non-Executive Director (Local Authority)
Kate Young	(KY)	Non-Executive Director (Third Sector)
In Attendance:		
Jenny Ansell	(JA)	People and Organisational Development Advisor Service Manager
Rachel Attwood	(RA)	Assistant Director Organisational Development and Engagement
Tom Bannicott	(TB)	Programme Design and Delivery Lead
Rhiannon Beaumont-Wood	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals
Liz Blayney	(LB)	Deputy Board Secretary and Board Governance Manager
Sarah Brewer	(SB)	Head of Employee Experience
Helen Bushell	(HB)	Board Secretary and Head of Board Business Unit (Left at 09:40)
Paul Dalton	(PD)	Head of Internal Audit, Audit and Assurance Services, NHS Wales Shared Services Partnership
Rupinder Dogra	(RD)	Head of People and Organisational Development Partnering
Liz Heath	(LH)	Staff side representative
Andrew Jones	(AJ)	Deputy Director of Health Protection and Screening Services
Angela Jones	(AJo)	Acting Director of Health and Well-being
Joe O'Brien	(JOB)	Workforce Systems and Analytics Lead
Liz Heath	(LH)	Staff side representative
Neil Lewis	(NL)	Director of People and Organisational Development
Samantha Morgan	(SM)	Assistant Director of People Strategy, Insights and Service

Apologies		
Tracey Cooper	(TC)	Chief Executive
Dyfed Edwards	(DE)	Non-Executive Director, and Chair of Audit and Corporate Governance Committee
Meng Khaw	(MK)	National Director of Screening and Health Protection Services, Executive Medical Director
Secretariat		
Andrew Morton	(AM)	Board Support Officer

The meeting commenced at 09:32

PODC 1/2022.10.06 Welcome, Introductions and apologies

The Chair opened the meeting and welcomed all present.

The Committee **noted** the apologies received.

The Committee **noted** that the meeting was 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 2023.

PODC 2/2022.10.06 Declarations of Interest

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

PODC 3/2022.10.06 Items for Discussion

PODC 3.1/2022.10.06 Equality, Diversity and Inclusion Dashboard Development

NL introduced this section, and reminded the Committee the Dashboard had been developed to allow the Organisation to advance its Strategic Equality Plan by using the information collated on this Dashboard. This Dashboard had been developed following discussion at Committee last year on the Workforce Equality Data, which had been presented within the Equality Annual Report.

JOB provided a demonstration of the individual Equality, Diversity and Inclusion (EDI) dashboards, highlighting:

- Breakdowns for Gender, Disability, Religion/Belief, Sexuality, Ethnicity, Age (Welsh Language was shown on the Performance Assurance Dashboard and was refreshed monthly). This Dashboard could also be viewed at a Directorate/Divisional level.
- Individual Dashboards could then be examined and broken down to greater detail, for example, the gender split of Public Health Wales employees by Month, Pay Band, Directorate and Ethnicity was examined.

- The breakdown dashboards for Disability, Sexuality, Ethnicity and Religion showed a reduced number of declarations of protected characteristic within the older age groups.

MM thanked JOB and SB for their presentation, and noted that the development of the data within the dashboard provided the opportunity to better understand the workforce; the reflections and further insights and the information which was behind the data would support the organisation to progress its priority to achieve a workforce that reflected the population of Wales as a whole.

The Committee suggested the appraisal process could be utilised to provide reminders to staff to add their EDI data.

The Committee thought that the gender split highlighted in the Dashboard could be used advantageously as a marketing tool to schools and colleges to attract people looking to develop a career within the public health arena. The Committee suggested an opportunity to utilise the increased public awareness of Public Health Wales as a result of the pandemic to attract staff.

The Committee suggested the next stage of this work should examine whether the workforce reflected the diversity makeup of the population of Wales as a whole.

Action: NL/SB/JOB

It was noted that the Organisation should be mindful when collecting data to explain how the data would be used. The Committee considered potential reasons for the lower declaration rate amongst the older age group, and suggested thought be given to how Public Health Wales communicates the importance of the data and its use to all staff and encourage participation rates in all areas. SB explained Public Health Wales produced booklets explaining the reasons for collecting EDI data.

The Committee noted the particularly low level of declarations relating to disability status, and the need for the organisation to target this to understand the reasons behind it, and to encourage staff to declare.

The Committee discussed the extent to which the workforce at Public Health Wales was representative of the make-up of the population of Wales in percentage terms. The workforce data published on 31 March 2022 indicated Public Health Wales was well represented, however, in the week before the Committee meeting, 2021 Welsh census data had been published which showed an increase from 5.2% to 7.8% of the adult population in Wales was now black, Asian, minority ethnic, therefore at 6.1%, Public Health Wales was now under represented. She also noted that these figures indicated that Public Health Wales was over represented for LGBT, and remained under represented for disability.

MM thanked the team and commended the development of the dashboard. The Committee looked forward to receiving future updates, and asked for these to include staff stories and experiences.

Action: NL/JOB

PODC 4/2022.10.06

Item for Approval

PODC

4.1/2022.10.06

Equalities Annual Report (2021-22)

The Committee considered the Equalities Annual Report 2021-22. The Equalities Annual Report detailed the work undertaken by the Organisation to ensure equality throughout the Organisation. Retrospectively published, it reported the year ending 31 March 2022. Work towards a goal of equality across the organisation had continued incrementally.

The Committee suggested that future reports would benefit from the inclusion of information and training from Carer's groups.

The Committee was mindful of the use of appropriate terminology in the Report, noting that referenced to Carers should be 'unpaid Carers' based on the definitions within legislation. On page 34, the Committee asked for the phrase 'Once for Wales' to be corrected.

The Committee asked for a review of the way small numbers/cohorts of people were presented within the report, to ensure compliance with Information Governance.

The Committee asked for future reports to explain how the Organisation was faring in relation to each of the Strategic Equality Objectives.

Action: SB/NL

The Committee expressed concern that mandatory training within the ESR setting was not available in the Welsh language. SB assured the Committee that the team were aware of this issue, and that the matter was likely to be addressed before the end of the year.

The Committee:

- **Approved** the Annual Equality Report 2021-22.
- **Noted** the report would be translated and published on the Public Health Wales Website.

PODC

4.2/2022.10.06

Workforce Annual Report 2021-22

The Committee considered the Workforce Annual Report 2021-22, which summarised the diversity of the workforce across the Organisation. Retrospectively published, it reported the year ending 31 March 2022. Work

towards a goal of workforce equality across the organisation has continued incrementally in recent years.

The Committee:

- **Approved** the Annual Workforce Report 2021 – 22.
- **Noted** that the report would be translated and published on the Public Health Wales Website.

**PODC
4.3/2022.10.06**

**Minutes, Action Log and Matters Arising of
meeting (6 July 2022 and 6 September 2022)**

The Committee considered the minutes and action log.

The Committee **approved** the minutes of 7 July 2022 and 6 September 2022 meetings.

The Committee **approved** the closure of three action points and noted the progress of the open action and **agreed** to receive a report at the next meeting.

Action: NL

PODC 5/2022.10.06

Items for Assurance

**PODC
5.1/2022.10.06**

Organisational Change Management

The Committee considered an update on the management of Organisational Change within the Public Health Wales. NL informed the Committee the transfer of the Local Public Health Teams (LPHT) to Health Boards had been completed on 30 September 2022, and Memorandums of Understanding were in place to ensure future ways of working.

The Committee received a presentation from RD and TB which focused on Organisational Change and linked to Strategic Risk 3. Organisational Change was one of the big five priorities within People and Organisational Development (Working to enable functions and plan change, ensuring a readiness and capacity for programmes resulting in sustainable transition whilst maintaining engagement and performance). The Directorate supported managers and staff through the change and the overall strategic risk rating for Risk 3 was amber.

Feasibility studies were conducted following an initial presentation to the Business Executive Team in April 2022, this had identified the tiers of change needed; a rapid assessment of feasibility was commissioned that set out the next steps for delivery of the programme.

The presentation summarised the three types of programme change – Organisational, Directorate and Divisional. The greatest number of changes were observed within the Health Protection and Screening Division and the initial findings indicated major changes occurred as result of learning from the Covid-19 response and recovery work. Delivery/confidence assessments

of these programmes were rated amber/green indicating that delivery was probable.

Current work in progress included a rapid scoping exercise for key programmes and the development of a Tier 1 programme dashboard. A project and programme management community was established to plan feasibility and assessments to scope future change programmes.

Work had continued in the area of Strategic Risk 3; mitigating actions had been identified to enable strategic workforce planning, and commissioning and resourcing organisational change work.

The Committee considered the approach taken to implement change programmes and noted that Risk 3 was still rated as amber. NL explained that the rating had reduced from amber/red to amber, as actions had been taken to mitigate the risks to the Organisation; the amber status remained due to some risks remaining requiring action. It was noted that all processes were in place and being enacted as specified to achieve the changes proposed.

The Committee were assured that learning space and feedback exercises were in place to benefit the Organisation both during the change process and afterwards.

The Committee asked whether there was currently enough capacity within Public Health Wales to successfully deliver all the changes outlined within the programme. The Committee suggested that reviewing the overall risk to the Organisation was an important lens to prioritise the programme. NL assured the Committee that this was being reviewed and action would be taken to pause or stop change programmes where necessary.

AJ provided a summary of the transfer of the LPHT: the transfer took place on 30 September 2022 as planned, the seven Health Boards and Public Health Wales were supported by Welsh Government and development and engagement had worked well.

Staff side representatives thanked AJ and his team for engagement with Trade Unions, throughout the project and commended the team on their good work.

The Committee took **assurance** that the correct approach to change management had been adopted across Public Health Wales and programmes would only be launched when feasibility studies were completed.

PODC
5.2/2022.10.06

Managing Risk

The Committee considered the Corporate and Strategic Risk Registers. RBW reminded the Committee that two strategic risks (risks 3 and 4) and two corporate risks (risks 206 and 301) were within the remit of this Committee. RBW highlighted the volume of work associated with the Public Inquiry preparedness and suggested that this be considered for inclusion as a risk on the SRR. It was noted that this was a role for the Board to set the Strategic Risk Register.

NL reminded the Committee the risks linked back to the People and Organisational Directorates Big Five Priorities and good progress was being made in all of those areas. The Committee noted that progress would be reported back to this Committee in a future meeting.

The Committee:

- **Considered** the Strategic and Corporate Risk Register's relevant to the Committee's remit
- Took **assurance** that the organisation's Strategic and Corporate risks are being managed appropriately

PODC 5.3/2022.10.06	Staff Engagement and Partnership
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PODC 5.3.1/2022.10.06	Local Partnership Forum Update
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SM provided an overview of the work of the Local Partnership Forum (LPF).

Attendance levels at LPF meetings was discussed, and the Committee noted the low attendance of LPF Members at meetings. Staff side Committee were currently reviewing their Terms of Reference, as part of this, the membership would also be reviewed. SM intended to develop a Workplan to bring to the LPF to ensure all were aware of what was being developed and discussed.

RBW asked SM about Royal College of Nursing involvement in the LPF and RBW agreed to meet with SM out of Committee to discuss this.

Action: RBW/SM

The Committee took **assurance** from the report on the Local Partnership Forum Update.

PODC 5.3.2/2022.10.06	Wider Staff Engagement/ NHS Survey
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The Committee was informed that the medical engagement scale would cease to operate separately and the group would be integrated in to the All-wales Staff Survey going forward. Currently, significant work continued in response to the last medical engagement scale, including a number of focus groups and follow up action planning groups scheduled in the near future.

The Committee took **assurance** from the update on the Medical Engagement Scale.

The Committee were advised that the All-Wales Staff Survey was delayed until the Spring due to feedback from the Local Partnership Forums. A specification had been developed for the survey, and a three year contract had been approved to include possible options for local surveys.

The Committee took **assurance** from the report on the forthcoming NHS Staff Survey.

**PODC
5.4/2022.10.06**

Raising Concerns and Grievances: Update and Assurance Report

The Committee considered the Raising Concerns and Grievances Update and Assurance Report. LB advised that this report was presented to the Committee following an action in an Internal Audit Report suggesting an annual report of concerns and grievances figures be presented to the Board via this Committee for assurance. The report showed that there had been no concerns raised this year. She outlined the further work planned to promote the Raising Concerns policy process through manager training, raising awareness of the policy

The Committee took **assurance** that management were managing the Raising Concerns Policy effectively.

**PODC
5.5/2022.10.06**

Summary of Policies - Bi -Annual update

The Committee considered the Summary of Policies – Bi- annual Update.

The Committee asked about the process for developing All-Wales policies. NL confirmed these were developed on an All-Wales basis and were consulted in line with agreed process. NL advised the Committee that NHS Wales Employers worked on behalf of all NHS Wales Bodies and sought representation from Boards and Trusts and facilitated negotiation with Trades Unions on a regional and National basis and LPF scrutiny.

The Committee was asked how differences between the different NHS organisations could be reflected in to one policy and adopted in a National, All-Wales basis. It was explained that All-Wales policies were interpreted at local level to ensure it could be applied within Public Health Wales prior to approval.

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

PODC 6/2022.10.06	For Recommendation to Board
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The Committee considered a report outlining proposed amendments to the Committees Terms of Reference and seeking a recommendation to the Board. LB informed the Committee of discussions at the Board meeting in May which suggested that the partnership working element of the Committee needed to be more explicit with the document. Two suggested changes were proposed to the Terms of Reference to address this.

The Committee:

- **Considered** the proposed changes to the Committees terms of reference;
- **Recommended** the revised terms of reference to the Board for approval

PODC 7/2022.10.06	Items to Note
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PODC 7.1/2022.10.06	Work Plan
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The Committee **noted** the workplan.

PODC 7.2/2022.10.06	Performance Assured Dashboard
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The Committee **noted** the Performance Assured Dashboard.

PODC 8/2022.10.06	Closing Administration
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Any Other Business:

- There was no other business to note.

Committee Feedback:

- The Committee were invited to provide their feedback of the meeting including any areas that worked well, and any areas for improvement.

Date of Next Meeting:

- The next meeting would be held on Wednesday 23 January 2023.

The meeting closed at 11:45