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**Confirmed Minutes of the Public Health Wales
People and Organisational Development Committee
Open Meeting 7 July 2022, 09:30
Venue: via Microsoft Teams**

Present:		
Mohammed Mehmet	(MM)	Committee Chair and Non-Executive Director (Local Authority)
Dyfed Edwards	(DE)	Non-Executive Director, and Chair of Audit and Corporate Governance Committee
Kate Young	(KY)	Non-Executive Director (Third Sector)
In Attendance:		
Rachel Attwood	(RA)	Assistant Director Organisational Development and Engagement
Rhiannon Beaumont-Wood	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals (<i>left the meeting at 11:30am</i>)
Liz Blayney	(LB)	Deputy Board Secretary and Board Governance Manager
Helen Bushell	(HB)	Board Secretary and Head of Board Business Unit
Tracey Cooper	(TC)	Chief Executive Officer (<i>left the meeting at 10:50am</i>)
Rupinder Dogra	(RD)	Head of People and Organisational Development Partnering
Andrew Jones	(AJ)	Deputy Director of Health Protection and Screening Services
Angela Jones	(AngJ)	Acting Director of Health and Well-being
Joe O'Brien	(JO'B)	Workforce Systems and Analytics Lead (for item 4.1)
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
Lisa Whiteman	(LW)	Leadership and Organisational Development Manager (for item 3.1)

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Stephanie Wilkins	(SW)	Staff Side Trade Unions representative
Apologies		
Meng Khaw	(MK)	National Director of Screening and Health Protection Services, Executive Medical Director
Secretariat		
Reanne Reffell	(RR)	Board Support Officer

The meeting commenced at 09:30

PODC 1/2022.07.07 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 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 October 2022.

PODC 2/2022. 07.07 Declarations of Interest

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

PODC 3/2022. 07.07 Items for Discussion

PODC 3.1/2022.07.07 People and Organisational Development Priorities: 2 Developing a Behavioural Framework linked to values

The Committee considered a presentation on the People and Organisational Development (P&OD) Directorate Priority 2: Developing a Behavioural framework linked to values.

NL introduced Priority 2, one of the '5 Big' P&OD Directorate priorities outlined at the previous Committee meeting. NL confirmed that his team had socialised the development of the Behavioural Framework with the Executive Directors, Leadership Team and staff throughout the Organisation in order to seek views and obtain constructive feedback.

RA provided further context to the Behavioural Framework, which was one element of a programme of work designed to help incrementally embed our values throughout the Organisation over a 2-3 year period.

LW presented the Behavioural Framework slides, which centred on creating a culture with visible values at its heart, and provided examples of how values and their respective behavioural indicators would apply to people within the Organisation. LW outlined the work of the steering group to socialise the framework, the expected benefits, outcomes, and timeline of next steps. LW's ask of the Committee was to seek their reflections and instinctual reactions,

along with their continued support and advocacy of the Behavioural Framework.

The Committee:

- Reflected on the naming convention of the behavioural framework and language within, noting that an agile Organisation required an agile culture and learning framework,
- Queried the governance of the Framework and involvement of the Trade Unions in formal sign off. It was note that a communications plan would be developed, that there was Trade Union representatives on the Steering Group, and that the Framework had been considered by the Local Partnership Forum. The People and Organisational Development team would continue to engage with the Trade Unions on the Framework in recognition of the importance of trade union partnership,
- Sought assurance that a robust Equality and Health Impact Assessment (EHIA) would be carried out and considered throughout the process. RA confirmed that the indicators would be developed to reflect the high importance of Equality, Diversity and Inclusion and agreed to share the EHIA with LH. LH also queried whether there was data to show how far current values were embedded. LW agreed to pick this up with LH outside of the meeting,
- SW noted that protected characteristics might affect personal behaviours; LW agreed to liaise with SW on this, and the role of the Staff Networks in the development of the Framework,
- Reflected on the importance of having outcome measurements to measure the effectiveness and impact of the Framework once implemented, and queried plans to ask for investment for cultural analytics,
- Support for a Framework that helped enable conversations and created common understanding. A suite of guidance around the Framework was being developed to support people in meeting indicators, i.e. understanding how to ask for / receive and give feedback in such a way that was aligned with the rest of the values of behaviour.
- Requested that risk appetite be reflected in the behaviours and guidance on what it meant in terms of peoples behaviours, and further requested that the Non-Executives were explicitly included within the indicators.

The Committee thanked the team for their presentation and the opportunity for the Committee's early involvement. Committee members looked forward to seeing further iterations as the Behavioural Framework developed.

PODC 4/2022.07.07

Item for Assurance

PODC

4.1/2022.07.07

Performance Assurance Dashboard including the new EDI Data

JO'B presented the refreshed Performance Assurance Dashboard, which included new Equality, Diversity and Inclusion Data.

In follow up of a previous Committee action to review the correlation of sickness absence to pay bands, JO'B had undertaken a comparative deep dive into the Organisations data and the national picture. In summary, lower band staff mainly resided within Health Protection and Screening Services / Covid support areas which had higher rates of sickness during the pandemic. A contributing factor was that these staff members were often workplace/site based and therefore needed to avoid the workplace whilst unwell. This data was in-line with the Office of National Statistic statement, and the similar picture seen across neighbouring health boards.

SW thanked JO'B for this useful information and queried the use of the same sickness absence measures for those who were site based compared to staff who could work from home. NL advised that it was an All Wales Sickness and Absence Policy which was applied across the NHS consistently, regardless of type of work.

AJ commented on staff support in relation to Covid and respiratory infection, advising of the recent recommendation of facemask use for staff and participants within screening services, and recommendation of precautionary measures in response to the changing community position.

TC commented that it was great to see promotion was the number one reasons for staff leaving, which was a good sign of staff development. JO'B confirmed that the Turnover dashboard only included those leaving the Organisation, noting with positivity that most left after 5 years, and to mainly positions within NHS organisations to further their careers. It was noted that the second highest reason for leavers was before 12 months, mainly due to the use of fixed term contracts in relation to the Organisations response to Covid.

LH commented on the 20% turnover rate of permeant staff on lower bands, highlighting the potential risk to the Organisation. The Committee went on to consider the main reasons for staff sickness, notably anxiety, stress and depression, followed by infections. The Committee noted that SM was undertaking further analysis of leaver reasons and requested this be brought to the Committee's attention at the appropriate time, along with any notable themes on sickness absence, any other emerging themes and potential interventions to mitigate these.

Action: JO'B / SM

SW commented that the Local Partnership Forum could also analysis and discuss the results once they had access to the Performance Assurance Dashboard.

The Committee went on to consider the Diversity dashboard for completeness of data. In concluding the discussion, MM welcomed the development of the

workforce EDI dashboard and agreed that the Committee would further consider it at the next meeting.

Action: JO'B / LB

The Committee thanked JO'B for the update.

**PODC
4.2/2022.07.07**

Break

**PODC
4.3/2022.07.07**

Managing Risk

RB-W introduced the Strategic Risk Register, which contained two risks within the remit of the Committee.

NL updated the Committee on the work around Strategic Risks 3 and 4, highlighting the respective challenges, resourcing and controls around organisational change, and workforce recruitment.

The Committee considered:

- In relation to strategic Risk 3, MM queried the Organisations confidence around understanding the totality of change across the organisation and the management of change. NL advised that the Executive Team had met with Strategy and Planning in order to undertake a rapid scoping exercise of key projects and the support required, and would continue to undertake monthly reviews/deep dives into the feasibility of projects. NL commented on the plan to establish a project and programme management community practice and agreed to share a comprehensive report at the October Committee meeting.

Action: NL

- SW suggested referencing earlier discussions around turnover rates of lower pay bands into the risk space, in addition to professional staff. RBW agreed that this should be considered in the Corporate Risk space.
- KY referenced third sector challenges and upcoming projects by Carers Wales that the Organisation could support, in enabling talented people who became carers during the pandemic to return to work.

The Committee took **assurance** on the management of strategic risk within the remit of the Committee.

**PODC
4.3/2022.07.07**

Local Partnership Forum Update

HB introduced 'Working Together- Board and Trade Union's, and noted that moving forward it would be a substantive item that Trade Union and People and Organisational Development colleagues presented in equal partnership.

HB advised of the work underway to review the Trade Unions at Board and Committee level against the National Trade Union guidance handbook.

MM commented on the importance of enabling staff and Trade Union representatives to have a voice at Board and Committee level. In supporting this view, DE commented that the culture and behaviour of the Organisation needed to support ongoing discussion and open doors. He sought evidence that staff were able to shape development in the Organisation.

LH commented that there was engagement at both a high and staff level, but would like to see improved engagement at Directorate level. It was noted that this was one of the projects that the Local Partnership Forum would be looking into.

The Committee also considered a copy of the revised terms of reference of the forum for information.

PODC 5/2022.07.07

Items for Approval

PODC

Minutes, Action Log and Matters Arising

5.1/2022.07.07

The Committee:

- **Approved** the minutes of the meeting held on 07 April 2022 as a true and accurate record of the meeting, with the correction of 'SM advised that external, management equality and diversity training (with additional organisational content provided by People and OD for context) had been provided to senior staff members within the organisation; with **mixed** reviews;
- **Approved** the closure of the six completed actions on the Action Log.

PODC

Welsh Language Annual Report 2021/22

5.2/2022.07.07

RA introduced the Welsh Language Annual Report for 2021/22, highlighting: an increase in the number of employees registering for Welsh courses; the refresh of the Welsh Language Group and consideration of a Welsh Network to give employees a greater voice on the promotion of Welsh Language.

DE noted that whilst some parts of the Welsh Language promotion had paused during the pandemic, there was now the opportunity to re-consider the Organisations ambition and rekindle the work in this space. DE was encouraged that the standards were being met but challenged the Organisation to be more ambitious in its promotion of the Welsh Language.

HB noted that pre-pandemic, the Board meetings were simultaneously live streamed, and whilst it was not currently possible to translate into Welsh, they were working on technology to help solve this.

The Committee **approved** the Welsh Language Standards Annual Report, subject to comments and feedback to Sara Peacock by 30 September 2022.

PODC 6/2022.07.07	Items to Note
PODC 6.1/2022.07.07	Work Plan
<p>The Committee:</p> <ul style="list-style-type: none"> • Noted the workplan, • Requested a date for an update on Work How it Works Best prior to January 2022. NL advised that a six month evaluation would highlight themes and he would work with LB on timings in order to update the Committee, • Requested date updates to the All Wales NHS Staff survey section • Suggested adding an annual report from the Local Partnership Forum to Board or the People and OD Committee. <p>Action: NL / LB</p>	
PODC 6.2/2022.07.07	Audit Protocol
<p>The Committee noted the Audit Protocol.</p>	
QSIC 7/2022.07.07	Closing Administration
QSIC 7.1/2022.07.07	Any Other Business
<p>There was no other business to note.</p>	
QSIC 7.2/2022.07.07	Committee Feedback
<p>The Committee were invited to provide their feedback of the meeting including any areas that worked well, and any areas for improvement.</p>	
QSIC7.3/2022.07.07	Date of Next Meeting
<p>The next meeting would be held on Thursday 06 October 2022.</p>	
<p><i>The meeting closed at 11:45</i></p>	