

# People and Organisational Development Committee

**Annual Report 2022/23**



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## 1 Introduction

This report summarises the key areas of business activity undertaken by the People and Organisational Development Committee ('the Committee') over the past year and highlights some of the key issues which the Committee intend to give further consideration to over the next twelve months.

## 2 Role and responsibilities

The Terms of Reference for the People and Organisational Development Committee were reviewed and agreed by the Board in May 2022.

The purpose of the People and Organisational Development Committee ('the Committee') is to provide:

- evidenced based and timely advice to the Board to assist it in discharging its functions and meeting its responsibilities with regard to all matters relating to staff and staffing of Public Health Wales
- assurance to the Board in relation to Public Health Wales's arrangements for all issues relating to human resources, its people, workforce and organisational development in accordance with its stated objectives and the requirements and standards determined by the NHS in Wales
- assurance to the Board in relation to the Trusts arrangements for matters relating to the Welsh language, equality, diversity and human rights.
- approve, on behalf of the Board, relevant policies, procedures and other written control documents in accordance the Scheme of Delegation.

### Remit

The Committee's role is to provide assurance to the Board, that there are the appropriate and effective systems in place for areas within its remit, including ensuring that there are appropriate development and quality improvements.

The Committee's remit covers the following areas:

- Workforce matters
- Organisational development
- Equality, diversity and human rights
- Welsh language provision.
- Staff Engagement and Partnership Working with Trade Unions

To achieve this, the Committee will have a programme of work designed to ensure that it is able to discharge fully the provisions of its' Terms of Reference across the period of its work programme.

The Committee will review and agree the programme on an annual basis, and will submit to the Board for information.

### **Assurance**

With regard to its role in providing assurance to the Board the Committee will seek assurance that the functions within its remit meet the standards set for the NHS in Wales.

- The Committee will seek assurance on:
- The development and subsequent delivery of the Trust's People and Organisational Development strategies and plans ensuring they are consistent with the Boards overall strategic direction and with any requirements and standards set for NHS bodies in Wales.
- The implications for workforce planning arising from the development of the Trusts strategies and plans or those of its stakeholders and partners, including those arising from joint (sub) committees of the Board.
- The organisational development implications and advise in the development of plans required to deliver the change in culture, leadership and processes required by the Trust
- Provide a forum to consider all issues relating to workforce and organisational development within the Trust and to take decisions on areas delegated by the Board.
- That people and organisational development arrangements are appropriately designed and operating effectively to ensure the provision of high quality, safe services/programmes and functions across the whole of the Trust's activities
- That there is the appropriate culture and arrangements to allow the Trust to discharge its statutory and mandatory responsibilities with regard to:
  - Equality, Diversity and Human Rights
  - Welsh language provision.
- The requirements of the relevant Health, Wellbeing and Corporate Health Standard.
- The management of whistle-blowing (raising concerns).
- The arrangements for Staff engagement and partnership working with Trade Unions.

### **Delegated Decisions**

The Committee will support the Board with regard to its responsibilities for governance (including risk and control) by reviewing and approving as appropriate:

- Policies and procedures relating to Human Resources/People.
- Policies relating to the Welsh Language.
- Policies and Procedures relating to Equality, Diversity and Human Rights.
- Policies and Procedures relating to Raising Concerns

### **Comment / Recommendation to Board**

With regard to its role in providing advice to the Board, the Committee will **comment and make recommendations to the Board specifically** on the:

- Development and adoption of a set of key performance indicators against which the Trust will be regularly assessed. It will receive performance reports in support of these indicators

## **2.1 Membership of Committee**

The membership of the Committee during 2022/23 was as follows :

<b>Name</b>	<b>Position</b>	<b>Attendance *</b>
Mohammed Mehmet	Committee Chair and Non-Executive Director	6/6
Dyfed Edwards	Non-Executive Director and Chair of the Audit and Corporate Governance Committee until 28 February 2023	4/5
Kate Young	Non-Executive Director	6/6

The Chair of the Board, Jan Williams, has a standing invite to attend Committee meetings, and attended two meetings of the Committee during 2022/23

## **2.2 Others in attendance**

During 2022/23, the meetings were also attended by the following:

<b>Name</b>	<b>Position</b>	<b>Attendance</b>
Neil Lewis	Director of People and Organisational Development	6/6
Rhiannon Beaumont-Wood	Executive Director of Quality, Nursing and Allied Health Professionals	4/6
Meng Khaw	Director of Health Protection and Screening Services Andrew Jones Deputised	1/6
Helen Bushell	Board Secretary and Head of Board Business Unit	3/4
Liz Blayney	Acting Board Secretary and Head of Board Business Unit	3/3
Angela Jones	Acting Director of Health and Well-being	4/6

*\*Some attendees were in position for part of the year, so number denotes total number of meetings they were able to attend in that role.*

Other Directors and officers attended during the year to present reports which related to their areas of responsibility as required.

The Chief Executive, Tracey Cooper, was also invited to attend every meeting, and attends at least annually. The Chief Executive attended one meeting during the year.

Representatives from the Local Partnership Forum have a permanent invite to attend the Committee.

Other officers from People and Organisational Development were in regular attendance.

### **2.3 Meeting frequency**

During 2022/23 the Committee met 6 times and was quorate on all occasions.

The terms of reference for the Committee require meetings to be held no less than quarterly and otherwise, as the Chair of the Committee deems necessary, consistent with the Trust's annual plan of Board and Committee Business.

### 3 Main areas of Committee activity 2022/23

The Committee's role is to provide independent **assurance** to the Board and the Chief Executive, that there are the appropriate and effective systems in place for areas within its remit, including ensuring that the appropriate development and quality improvements.

The Committee's remit covers the following areas:

- Workforce matters
- Organisational development
- Equality, diversity and human rights
- Welsh language provision.
- Staff Engagement and Partnership Working with Trade Unions

The Committee wishes to assure the Board that it fulfilled its work plan for 2022/23 covering a wide range of activity. The following sections provide a summary of this activity. The Committee considered the following items:

<b>Recruitment</b>	
People and Organisational Development Priorities	The Committee received a <a href="#">presentation</a> on the People and Organisational Development Directorate High Level vision and set out the 'Big 5' Priorities for the year.
Equality, Diversity and Inclusion	The Committee received the Equality, Diversity and Inclusion: Priorities for 2022-2023 <a href="#">presentation</a> noting the work underway on the strategic equality objectives: the roll out of diversity dashboards; fair pay; learning and development; employee value proposition, the behaviours and competency framework and the legal reporting obligations.
Behavioural Framework	The Committee received the Behavioural Framework <a href="#">presentation</a> , which was one element of a programme designed to embed our values throughout the Organisation over a 2-3 year period.
Workforces Data on the Performance Assurance Dashboard	The Committee regularly considered a live presentation of live data from the Performance and Assurance Dashboard focusing on sickness absences, staff vaccinations, recruitment and turnover, Equality, Diversity and Inclusion data.

Organisational Change Update	The Committee received an Update on Organisational redesign affecting Health and Well-Being (HWB) and World Health Organisation Collaborating Centre (WHO CC) directorates report. The Committee received a report on transfer of Local Public Health Teams to Local Health Boards.
Welsh Language	The Committee received regular assurance that the organisation had the appropriate plans in place to meet the Welsh Language statutory requirements, to reinvigorate the Organisations' bilingual culture and to consolidate awareness across the organisation of each teams' compliance obligations.
Working Where Work Works Best	The Committee took assurance that work on the 'Working Where Work Works Best' was progressing well.
Workforce Annual Reporting	The Committee approved the following documents: <ul style="list-style-type: none"> <li>• <a href="#">Annual Equality Report 2021-22</a></li> <li>• <a href="#">Workforce Report Annual Report 2021-22</a></li> <li>• <a href="#">Gender Pay Gap report 2022</a></li> </ul>
Partnership working	The Committee regularly considered topical discussions with the local partnership forum representatives on the Committee.
Raising Concerns and Grievances	The Committee took assurance from an annual report on the management of Raising Concerns (also known as whistle blowing) in line with the All-Wales Raising Concerns Policy and noted plans for the promotion of the Raising Concerns policy process through manager training. A <a href="#">Concerns and Grievance Internal Audit Final Report</a> had received a reasonable assurance rating.
Employee Value Proposition	The Committee received a <a href="#">presentation</a> on the Employee Value Proposition to address workforce challenges around attraction, recruitment and retention of staff.
Staff Network	The Committee took assurance the Staff Networks were developing and providing input into organisational development projects. The Committee noted a number requests submitted by the Staff Networks to the Organisation's Board during 2021-22 and took assurance of the progress made against the requests to date.
<b>Committee Governance</b>	
Committee Work Planning.	The Committee's focus and plan for the following year was undertaken, and a work programme approved.

Committee Effectiveness	The Committee undertook a Committee Effectiveness and Performance session and a report from this discussion will be submitted to the Board during Quarter 1 2023/4.
Policies	The Committee approved of the following Policies within their remit: <ul style="list-style-type: none"> <li>• Adverse Weather Conditions/ Transport Disruption Policy;</li> <li>• Mental Wellbeing Policy;</li> <li>• Substance Misuse (Drugs and Alcohol) Policy;</li> <li>• Retirement Procedure</li> <li>• Personal Relationships at Work Policy</li> <li>• Family Leave Policy and Procedure</li> <li>• Use of Welsh Language Policy</li> <li>• Annual Leave Policy</li> <li>• Registration for Healthcare Professionals Policy and Procedure</li> </ul>
Policies Update	The Committee received regular assurance from an update on the register of policies and written control documents on the prioritisation and progress being made to review policies, procedures and other written control documents within the remit of the Committee.
Internal and External Audit Actions	The Committee considered the recommendations made within the Internal Audit Final reports for <a href="#">Workforce Sickness Absence Monitoring</a> , Final Internal Audit Report and took assurance that the monitoring of any actions from these reports would be undertaken through the Audit and Corporate Governance Committee.
<b>Risk</b>	
Corporate Risk	The Committee regularly received the Corporate Risk Register to enable them to gain assurance that operational risks were being appropriately managed.
Strategic Risk	The Committee regularly received the Strategic Risk Register (SRR) for oversight of those elements of the SRR which apply to the risks falling under the remit of the Committee. The Committee's role is to seek assurance from the Executive on the management of the risks, in particular to test the efficacy of the controls and to make recommendations to strengthen the control environment where necessary.

### **3.1 Reporting outside of Committee**

There have been no reports that have been considered out of committee this year.

#### **3.12 Work-plan / Action Log**

The Committee Work Plan ensures that the Committee discharges its responsibilities in a planned manner. It assists with agenda planning and is updated during the year to ensure that the Committee considers any additional items which may arise during the year.

In order to monitor progress and any necessary follow up action, the Committee has an Action Log that captures all agreed actions. This provides an essential element of assurance to the Committee and from the Committee to the Board.

The Committee reported to the Board through a composite Chair's report, providing an overview of items considered by the Committee and highlighting any cross- committee issues / themes or items needing to be brought to the Board's attention.

The Composite Chair's report and confirmed minutes are published with the Board papers.

#### **4. Relationship with other Committees**

The People and Organisational Development Committee has continued to work closely with the other Committees.

The People and Organisational Development Committee has continued to work closely with the Audit and Corporate Governance Committee, the Quality, Safety and Improvement Committee and Knowledge, Research and Information Committee during the year.

Any matters requiring consideration from other Committees are coordinated through the Board Business Unit.

Areas that are remitted to other Committees are noted in the Committee Chair's composite report which is presented at Board.

### **5. Assurance to the Board**

The Committee wishes to assure the Board that on the basis of the work completed by the Committee during 2022/23, there are effective measures in place and there are no outstanding issues that the Committee wishes to bring to the attention of the Board over and

above the risks and issues already raised in the Committee Chairs composite report or that are already visible in the Strategic Risk Register and corporate risk register.

The Chair of the Committee reports into the Board via a composite report from Committee Chairs, where any significant issues are brought to the attention of the Board.

**6. Committee Effectiveness**

During the year the Committee has continued to review and revise its ways of working to optimise the need for a robust governance approach and balance the need reduce pressure on staff during this time.

The Committee continued to review its effectiveness thorough the year, to ensure effective use of time and ensure it fulfilled its role to provide assurance to the Board.

The Committee has engaged with a formal Board and Committee effectiveness review process which took place in March 2023. The outcome and recommendations following this review will be reported to the Board in Quarter 1 2023.

**7. Planned Activity in 2023/2024**

The Committee is committed to continuing to develop its function and effectiveness and intends seeking further assurance in 2023/24 in respect of the:

Continued focus on Welsh Language	Areas of focus for deep dives to include:  People and Organisational Development Priorities (the Big 3)  Workforce Planning
Continued focus on Equality, Diversity and Inclusion	
Continued development of Work Where Work Works Best.	
Staff Engagement Plan	