



**GIG**  
CYMRU  
**NHS**  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

**Unconfirmed Minutes of the  
People and Organisational Development Committee  
21 April 2021, 09:30  
Via Microsoft Teams**

<b>Present:</b>		
Mohammed Mehmet	(MM)	Non-Executive Director and Committee Chair
Judi Rhys	(JR)	Non-Executive Director
Dyfed Edwards	(DE)	Non- Executive Director, and Chair of the Audit and Corporate Governance Committee
<b>In Attendance:</b>		
Rhiannon Beaumont-Wood (Left at 10:00)	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals
Helen Bushell	(HB)	Board Secretary and Head of Board Business Unit
Neil Lewis	(NL)	Acting Director of People and Organisational Development
Sarah Morgan (for item 03.3/2021)	(SM)	Diversity and Inclusion Manager
Stephanie Wilkins	(SW)	Representative from Staff Partnership Forum
<b>Secretariat:</b>		
Julie Robinson	(JR)	Board Support Officer
<b>Apologies:</b>		
Liz Blayney	(LB)	Board Governance Manager

*The meeting commenced at 09.30*

<b>PODC 01/2021 Preliminary Matters</b>
MM opened the meeting and welcomed all present to the first meeting of the reconvened People and Organisational Development Committee, noting that due to the ongoing response to COVID-19, and in respect of the National Guidance in place, meetings were being held electronically.

The Committee **noted** that the meeting was being recorded to support with accuracy of the minutes, and that this recording would be deleted once the minutes had been agreed at the following meeting.

The Committee **noted** the apologies for absence.

### **PODC 02/2021      Declarations of interest**

There were no declarations of interest in addition to those already on the declarations of interest register.

### **PODC 03/2021      Items for Assurance**

#### **PODC 03.1/2021    Workforce update – Resilience, Wellbeing and Recruitment**

The Committee **received** (ref 3.1.PODC.21042021).

NL provided a brief introduction on the focus of the paper; staff wellbeing, engagement, recruitment and resilience, before RBW provided a comprehensive update on the staff vaccination programme as follows:-

- Currently 1,708 (76%) employees had received their first dose and 992 (44%) employees were now fully vaccinated. Specifically relating to the front-line workers, 868 (90%) had received their first dose and 778 (81%) were fully vaccinated;
- A larger percentage of staff had received vaccination through the mass vaccination sites. Public Health Wales had also issued the AstraZeneca vaccine through in-house vaccination programme.

The Committee considered:

- The 100% target for vaccination of staff and why the target for this vaccine was higher than for other vaccinations such as the influenza (65%)
- The 90% uptake of the vaccination was a very good response
- It was noted that further work was ongoing to gain an understanding of why some individuals were not taking up the vaccine. SW offered to liaise with the Trade Unions to support this.
- Further to the lead nurse's conversation with some staff members who were reluctant to take the vaccination, it was agreed that discussing vaccine uptake, rather than making it mandatory should be the way forward for frontline staff
- The Committee asked for clarification on the breakdown of the 139 staff who have not taken up the vaccine, to allow for a risk assessment to take place
- Regarding the potential for a booster third dose in the Autumn, the Committee asked whether there were plans in place for Public Health Wales to implement this should it be confirmed. The plans were to be reviewed for the combined 'flu/Covid-19 season approach, and a further update would be provided to the Committee.
- The Committee commended Public Health Wales' commitment to ensuring a fair balance between work and individual staff responsibilities to their

families and additional caring duties imposed during the pandemic, acknowledging it had been a very difficult year for many people

- In response to a question regarding the identification of any trends with the wellbeing support to staff, NL commented that the initial focus had been on the local Health Protection teams and the NCC, and their return to their normal duties. Discussions had taken place at the Business Executive Team meeting to move forward the reactivation of staff back to their substantive roles
- In relation to the learning from the pandemic in terms of remote working, the Committee questioned how this learning would be taken in to account for future organisational planning. HB added that she was working with Sian Bolton on the Organisational Learning Programme in anticipation of the Public Inquiry and this would assist in capturing 'snippets' of staff experiences and stories, which would have several purposes and which would also support NL's team in developing the future ways of working
- Regarding recruitment through the pandemic, the Committee asked how challenges had been addressed and managed. NL informed the Committee on the challenges of recruitment from a remote perspective highlighting the following:-
  - Investment had been made in LinkedIn, to provide a more targeted approach to specialist recruitment in particular.
  - Induction and the culture of the organisation was important and monthly sessions were being run for new starters. Positive feedback had been received on these sessions.
  - Resources for fixed term and permanent posts had given the ability to deliver the recruitment agenda.
- Regarding the personal risk assessments, noting the 50% of staff response which was considered too low. The dashboard provided the ability to report on a monthly basis on this matter, however, NL noted that the risk assessment was only one element of the approach and the wellbeing discussions with managers and their teams was an important element of the support. NL agreed to communicate the Committees concern to the Business Executive Team regarding the low uptake of the personal risk assessments

**Action: NL**

MM thanked NL and RBW for the detailed update provided, and the Committee **took assurance** on the three elements of the workforce update – Resilience, Wellbeing and Recruitment.

### **PODC 03.3/2021 Welsh Language**

NL provided a verbal update to the Committee on the current position with the Organisations compliance with the Welsh Language standards.

NL stated that the last 12 months had been a challenge for the work on Welsh Language as resources had been diverted to the National Contact Centre as part of the response to the pandemic. Additional staff within the Equalities and

Diversity Team had been recruited and the focus of the team was to continue to work with Directorates and deliver the Welsh Language agenda.

SM attended the meeting to update the Committee and highlighted the current situation on Welsh Language and Diversity issues with reference to the presentation (ref 3.3.PODC.21042021), the Committee **noted** the following:

- The Welsh Language and Diversity and Inclusion team work closely together which helped to improve the experience and retention of staff with protected characteristics
- The management of an investigation by Welsh Language Commissioner
- The future priorities for Diversity and Inclusion and Welsh Language were outlined alongside the current and upcoming staff surveys.

The Committee thanked the team for the work undertaken in the last 12 months, noting the conflicting priorities of the pandemic. It was suggested that the team provide a future update the Committee as to the next stage was and what the ambition of the organisation would be in the next three to five years.

It was suggested that the recruitment of Welsh speakers could be linked with the recruitment policy, and thought be given to the geographical location of these roles and the availability/ location of Welsh speakers in Wales, and any flexibility in terms of remote working that could support the recruitment of Welsh speakers. NL noted that discussions had been under way for a number of years on location-neutral jobs and this period of time (pandemic) had opened up opportunities to take this forward.

It was noted that DE was the Welsh Language Champion on the Board, and he offered his support to the team where he could assist. The Committee echoed this support, and offered their support to this agenda.

The Committee thanked NL and SM for the verbal update, and **noted** that a further written paper would be received at the Committee's next meeting.

#### **PODC 04/2021 Items for Discussion**

#### **PODC 04.1/2021 Work Planning 2021/22**

HB presented the Work Plan 2021/21 (ref 4.1.PODC.21042021) and provided a detailed outline of the work planned for discussion for the forthcoming meetings.

The Committee provided comments as follows:

- Noted the need to balance the compliance reporting with assurance, and to ensure appropriate time on the agendas for the strategic elements
- The importance of deep dives, and supported the idea to plan for deep dives for the year for this Committee
- Importance to include the progression of the People Strategy at each meeting
- Welsh Language Standards – a compliance report at the appropriate intervals

- Equality and Diversity Deep Dive – to include: an analysis of the current position; the gender pay gap; benchmarking data with other organisations;
- Include reference to under representation and how we are addressing this;
- The importance of ensuring that the Committees all work together to achieve the objectives within the people strategy.

HB reminded the Committee they should take the opportunity to review the Terms of Reference at the next meeting which links to the focus of the work plan. Also at past meetings there had been a focus on staff engagement with staff from different directorates coming to the meetings to comment on their experiences working within the organisation and this should also be considered for future meetings.

It was agreed that the Committee would review its terms of Reference at its meeting in July.

**Action: LB**

#### **PODC 05/2021 Items for Approval**

#### **PODC 05.1/2021 Policy Update**

HB provided an update to POD on Policies (ref 5.1.PODC.21042021), the report summarised the status of the policies and the approval process during the Committees suspension during 2020/2021.

NL noted the Disciplinary Policy was retained, but the Grievance and Dignity Policy had been superseded.

SW commented that she would like to share the policy update paper with the Staff Side group / Local Partnership Forum to provide colleagues with the opportunity to have a conversation and feedback. It was confirmed that the paper was publicly available and discussions had taken place around the changes made to the approach, particularly in relation to All-Wales policies. Areas of improvement had been picked up which included greater engagement with the Local Partnership Forum.

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
- **Note** the variations to policies and procedures within the remit of the Committee made whilst the Committee was suspended (Table 1);
- **Approve** the list of policies and procedure proposed to be removed from the register as they are no longer relevant or have been replaced with other policies (Table 2)
- **Approve** proposed temporary extension to policies following an interim review, to April 2022 pending a full review within this timescales. (Table 3).

<b>PODC 06/2021</b>	<b>Items to Note</b>
<b>PODC 06.1/2021</b>	<b>Minutes from previous meeting</b>
The Committee noted the minutes from the 27 February 2020 (ref 6.1.PODC.21042021).	
<b>PODC 06.2/2021</b>	<b>Corporate Risk Register</b>
The Committee noted the Corporate Risk Register (ref 6.2.PODC.21042021).	
The Committee were informed that the Business Executive Team reviewed the register once a month and that a Board Development session was scheduled on 29 April 2021 to review the risk architecture.	
<b>POCC 07/2021</b>	<b>Closing Administration</b>
<b>PODC 07.1/2021</b>	<b>Any Other Business</b>
None.	
<b>PODC 07.2/2021</b>	<b>Committee Feedback</b>
The Committee were asked to provide any feedback by e-mail to HB or LB.	
<b>PODC 07.3/2021</b>	<b>Date of Next Meeting</b>
The next meeting was scheduled for 8 July 2021	

The meeting closed at 11.30am