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Public Health
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Name of Meeting

Board

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Agenda item:

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People and Organisational Development Committee Annual Report 2019/20

Committee Chair: Judi Rhys, Non-Executive Director, Public Health Wales

Executive lead: Phil Bushby, Director of People and Organisational Development

Author: Liz Blayney, Deputy Board Secretary and Board Governance Manager

Approval/Scrutiny route: As of March 2019, the People and Organisational Development Committee has been suspended due to the COVID-19 response and the cancellation of all non-essential meetings. As such, the Committee has not had the opportunity to review and approve this Annual Report as per the usual process.

This report has been approved by the Committee Chair and the Executive Lead for submission to the Board.

Purpose

The main purpose of the People and Organisational Development Committee Annual Report is to assure the Board that the system of assurance is fit for purpose and operating effectively.

The report summarises the key areas of business activity undertaken by the Committee over 2019/20.

Recommendation:

APPROVE

CONSIDER

RECOMMEND

ADOPT

ASSURANCE

The Board is asked to:

- **Consider** the People and Organisation Development Committee Annual Report for 2019/20 summarising the key areas of business activity undertaken;
- **Receive assurance** that the People and Organisational Development Committee is fit for purpose and operating effectively in fulfilling its terms of reference.

Draft People and Organisational Development Committee Annual Report 2019/20

Contents

1.	Introduction	4
2.	Role and responsibilities	4
2.1	Membership of Committee.....	5
2.2	Others in attendance	5
2.3	Meeting frequency	6
3.	Main areas of Committee activity 2019/20	7
3.1	Standard Reporting	7
3.2	Welsh Language.....	7
3.3	Health and Safety.....	8
3.4	Employee Engagement.....	8
3.5	Workforce planning.....	9
3.6	Equality, Diversity and Inclusion.	10
3.7	Deep Dives and Service User Experience Story	10
3.8	Wales Audit Office Reports	11
3.9	Policies and Other written Control Documents.....	11
3.10	Assessment of Governance and Risk issues	12
3.11	Work Plan	12
3.12	Committee effectiveness.....	12
4.	Relationship with other Committees	13
5.	Assurance to the Board.....	13
6.	Conclusions and look forward	14

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 12 months.

2. Role and responsibilities

The Terms of Reference for the People and Organisational Development Committee were reviewed and agreed by the Board in November 2019.

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

- Oversee the People and Organisational Development strategies and plans ensuring they are consistent with the Boards overall strategic direction;
- Consider the implications for workforce planning arising from the development of the Trusts strategies and plans;
- Consider 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;
- Seek assurances 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;
- Seek assurances that there is the appropriate culture and arrangements to allow the Trust to discharge its statutory and mandatory responsibilities with regard to:
 - Health, safety and welfare;
 - Equality, diversity and human rights; and
 - Welsh language provision.

The Committee will **advise** the Board on the 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;
- Receive reports of near misses, incidents, serious adverse incidents and claims relating to the health, safety and welfare of staff.

The Committee will seek **assurance** with regard to the requirements of the relevant Health and Care Standards and the Corporate Health Standard.

2.1 Membership of Committee

The membership of the Committee during 2019/20 was as follows:

Name	Position	Attendance*
Judi Rhys	Committee Chair	4/4
Dyfed Edwards	Non-Executive Director	4/4
Shantini Paranjothy	Non-Executive Director	2/2

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

2.2 Others in attendance

During 2019/20, the meetings were also attended by the following:

Name	Position	Attendance*
Phil Bushby	Director of People and Organisational Development	4/4
Neil Lewis	Assistant Director of People and Organisational Development <i>(from 2 October 2020)</i>	1/2
Rhiannon Beaumont-Wood	Executive Director of Quality, Nursing and Allied Health Professionals	4/4
Huw George	Deputy Chief Executive / Executive Director of Operations and Finance	2/4
Quentin Sandifer	Executive Director of Public Health Services / Medical Director	2/4
Helen Bushell	Board Secretary and Head of Board Business Unit	2/4

**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 have also attended where required.

Two representatives from the Local Partnership Forum had a permanent invite to attend the Committee. Stephanie Wilkins (4/4) and Roger Richards (1/1) were the nominated representatives to attend the Committee meetings.

Other officers from People and Organisational Development were in regular attendance including:

- Karen Williams (Head of Corporate Workforce)(3/4);
- Lisa Whiteman (Organisational Development Manager) (3/4);
- Sarah Morgan (Diversity and Inclusion Manager) (4/4).

2.3 Meeting frequency

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 Business. During 2019/20, the Committee met four times and was quorate on all four occasions.

3. Main areas of Committee activity 2019/20

The Committee wishes to assure the Board that it fulfilled its work plan for 2019/20 covering a wide range of activity. The following sections provide a summary of this activity.

3.1 Standard Reporting

In line with the terms of reference, there were a number of standing items on each Committee agenda.

The following were presented at each meeting:

Risk Assurance	Corporate Risk Register
	Board Assurance Framework
Getting the basics right	Staff Stories
	Directorates updates with a focus on people and organisational development issues;
	The Disciplinary policy: update and assurance report in private session, taking assurance that appropriate arrangements were in place to manage the requirements under the Disciplinary Policy;

The Committee received the following regular items:

- Health and Safety Report;
- Welsh Language Standards; and
- Updates on the People Strategy.

The Committee has also received the following **Annual Reports** for the period 2019/20:

- Health and Safety Annual Report 2018/19;
- Approved the Gender Pay Gap Annual report 2018/19;
- Annual Equality Report 2018/19;
- Revalidation and Appraisal in Public Health Wales; and
- Registration of Public Health Wales Nurses 2018/19.

3.2 Welsh Language

The Committee received and considered updates on the new Welsh Language Standards (No.7) regulations and received assurance that the compliance notice issued by the Welsh Language Commissioner was being progressed. The Committee also considered the action plans that were developed for implementation of the regulations throughout the organisation.

The Committee noted the considerable cultural shift taking place within the organisation and the continued focus to find solutions for those standards that had proved difficult to achieve in the timescales set.

3.3 Health and Safety

Health and Safety Sub Group

The Health and Safety Group is a formal sub-group of the Committee. The Committee received quarterly updates from the Health and Safety Group and received assurance on progress against the Health and Safety NHS Executive Action Plan. This report was supplemented by the Health and Safety Risk Register

Health and Safety Annual Report

The Committee received **Health and Safety Annual Report** and took assurance that appropriate measures were in place to monitor compliance during 2018/19, and to address areas identified for improvement for 2019/20.

Health and Safety Group Terms of Reference

The Committee received the revised terms of reference for the Health and Safety Group that had been formally approved Group. The Committee noted the amendments made in terms of staff side and microbiology representation and took assurance that appropriate governance and operations measures were in place to ensure the effective functioning of the Health and Safety Group.

3.4 Employee Engagement

The Committee considers that engagement, values and behaviours is an important element for organisational development. The Employee Engagement Updates provided the Committee with assurance that proactive plans and activity were in place to take forward the review and response to the 2018 Staff Survey.

In addition, directorate updates were received at each meeting, which included lessons learnt and action taken in response to key issues identified in the staff surveys. This ensured that the Committee was engaged with staff and brought scrutiny and emphasis on placing staff at the centre of improving, developing and planning the workforce.

Partnership Forum Update

The Committee received updates from the Partnership Forum, and adopted the Partnership Forum's Terms of Reference following review.

3.5 Workforce planning

People Strategy

The Committee received updates detailing progress on the People Strategy and organisation-wide workforce plan, and suggested further emphasis on:

- How we would work differently to address the difficulty appointing to specialist/ senior posts and to certain geographical areas;
- The promotion of the Welsh language and bilingual services;
- How we link in with education partners; and
- The theme of culture within the plan, and the development of a cultural narrative that could be applied consistently across the organisation.

The Committee was pleased with the progress made in relation to the development of the People Strategy, and were happy to support as it progressed to Board for final approval.

People and Organisational Development Directorate Priorities

The Committee received updates on the People and Organisational Development Directorate priorities (Workforce Plan) providing assurance that deliverables identified within the plan had been linked to the long term strategy. The Committee noted the associated risks and challenges related to delivery.

Standards and charters

The Committee were updated on the following:

- The achievement of the **Gold Health, Well-being and Corporate Health Standard**;
- Endorsed the work being undertaken relating to '**Becoming an Organisation of Sanctuary**';

The Committee Chair signed the '**Dying to Work**' Charter on behalf of Public Health Wales.

Training and development

The Committee considered:

- Support for higher-level learning and the **Quality and Career Framework** for health care support workers. The Committee received assurance on the variety of training options for new and existing staff and that learning and development of staff was a priority;
- **Learning and development blueprint for structuring investment** outlining the need to look at how we invest in learning and development in order to deliver our People and Long-

Term Strategy. The Committee suggested the inclusion of further detail around the measurement of success, which could influence investments in the future, and agreed the next steps.

Managing Attendance at Work

The Committee received the Managing Attendance at Work update report and took assurance that attendance at work was being managed effectively and appropriately in line with the new All Wales Managing Attendance at Work Policy.

3.6 Equality, Diversity and Inclusion.

The Committee has discharged its responsibilities with regard to **equality, diversity and inclusion.**

The Committee received the **Strategic Equality Objectives and implementation plan for 2020-2024**, and commended the team for the ambitious plan, noting it would require investment and resources to fully implement. The Committee raised the issue of resourcing to the Board's attention for implementation of the plan.

The Committee received the **Annual Equality Report 2018-19** which was a retrospective look at the activities undertaken up until 31 March 2019.

The Committee also considered improvements to Public Health Wales position in the Stonewall Equality Index.

Gender pay gap

The Committee **received** for approval the Gender Pay Gap report for 2018/19. The Committee noted:

- The pay gap had reduced by 1.7%;
- The lower level of recruitment of males to lower bands, and that the pay award the previous year would lessen the gap over future years.

The Committee also commented that the organisation should map out its ambition and the steps required to achieve this to enable the Board to decide the way forward.

3.7 Deep Dives and Service User Experience Story

The Committee receives People and Organisational Development **updates from directorates** on a rolling programme:

- **Health and Wellbeing Directorate** – discussed talent succession planning, Masters level progress and the funding

resources available, and the Wales Audit Office review into Collaborative arrangements for managing local public health resources action plan;

- **Operations and Finance Directorate** update along with a **staff experience story**, focusing on the different methods of engagement and feedback within the Directorate, and the reflections of a new starter in the service area;
- Operations and Finance Directorate dashboard and took **assurance** from the Directorates performance at September 2019.
- **Public Health Services** Directorate update with a particular focus on Health protection, alongside a Staff Experience Story from the **Environmental Health Protection Team**. The Committee requested further assurance that the on call rota had been considered and action was being taken. A further update would be received at the next meeting
- Staff Experience Story **'My Journey to Public Health'** from a member of staff from the Health Foundation Project, provided insight into her initial experience of joining Public Health Wales, including integration of new starters into the multifunctional workspace; and
- Staff Experience Story from the **Staff Flu Campaign 2018/19**, the Committee recognising the added engagement and inclusion of staff across office sites.

3.8 Wales Audit Office Reports

The Committee was remitted oversight of the embedded framework and consultant engagement resulting from the Wales Audit Office **Review of Consult Contracts** in January 2019. The Committee received updates against the action plan, noting challenges around job planning, and a summary of activities, and took **assurance** on the continued people activity in response to the Wales Audit Office Report.

3.9 Policies and Other written Control Documents

The Committee approved or adopted the following policies and procedures during 2019/20: **Flexible Working Policy** and amendments to the **All Wales Managing Attendance at Work Policy**.

The Committee also received bi-annual reports on the status of policies and other written control documents within the remit of the Committee and took assurance of the prioritisation and progress being made to review policies and procedures.

3.10 Assessment of Governance and Risk issues

The Committee provides an essential element of the overall governance framework for the organisation and has operated within its Terms of Reference and in accordance with the Standing Orders.

Board Assurance Framework

The Committee received the Board Assurance Framework (BAF) for oversight of those elements of the BAF 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.

Corporate Risk Register

The Committee receive the Corporate Risk Register to enable them to gain assurance that operational risks were being appropriately managed.

3.11 Work Plan

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 Reports 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.

3.12 Committee effectiveness

The Committee has undertaken an annual self-assessment allowing members to provide their comment on areas such as committee administration and relevance of committee business.

The Committee will continue to consider these risks throughout 2020/21, and they have been added to the Committee workplan accordingly.

The Committee held a workshop on 7 August 2019 to consider the following:

- The context the Committee operates in;
- Review of the workplan;
- Consider the vision/future direction for the Committee; and
- Identify next steps and actions.

Following the workshop, the following areas for focus and development were agreed:

- The need to include time on the Committee's agenda for strategic thinking; and
- A feedback session at the end of each Committee meeting.

The Committee considered a number of recommendations, which included improved induction and training, the timeliness of received information and the quality of papers. The Committee agreed that increased coverage of information would be built into the Committee workplan.

4. Relationship with 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 2019/20, effective measures are in place.

The Committee had, on occasion, requested further information and development of particular items to allow further scrutiny of the issues and to enable them to provide robust assurance to the Board and Accountable Officer.

During 2019-20, further assurance was requested by the Committee in the following areas:

- **Review of Consultant Contract**

The Committee had oversight of the embedded framework and consultant engagement. Committee received assurance that actions were being taken to ensure that the Wales Audit Office recommendations to improve medical job planning arrangements within Public Health Wales were being taken forward.

The Committee **agreed** to receive the updated management plan in a future meeting for further oversight and assurance.

- **Public Health Services** Directorate update with a particular focus on Health protection, alongside a Staff Experience Story from the **Environmental Health Protection Team**. The Committee requested further assurance that the on call rota had been considered and action was being taken. A further update would be received at a future meeting.

6. Conclusions and look forward

The Committee is committed to continuing to develop its function and effectiveness and intends seeking further assurance in 2020/21 in respect of the:

- Further directorate updates as part of the rolling programme and staff experience stories;
- Implementation of the People Strategy;
- Strategic Equality Objectives and implementation plan for 2020-2024;
- Progress against the Committee Effectiveness Action Plan; and
- Learning and development blueprint for structuring investment outlining the need to look at how we invest in learning and development in order to deliver our People and Long-Term Strategy.

Impact of COVID-19 for 2020/21

Due to the ongoing response to COVID-19, the decision has been made to cancel non-essential meetings. The People and Organisational Development Committee has been suspended as of March 2020. The Board has agreed interim governance arrangements to ensure the matters within the terms of reference are addressed whilst the Committee is not in operation.