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Wales

Name of Meeting
People and Organisational
Development Committee
Date of Meeting
6 April 2022
Agenda item:
5.2

Draft People and Organisational Development Committee Annual Report 2021/22

Committee Chair:	Mohammed Mehmet, Non-Executive Director, Public Health Wales
Executive lead:	Neil Lewis, Director of People and Organisational Development
Author:	Liz Blayney, Deputy Board Secretary and Board Governance Manager

Approval/Scrutiny route:	This report is being presented to the People and Organisational Development Committee in draft form for approval for submission to the Board at its meeting on 26 May 2022.
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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 2021/22.

Recommendation:				
APPROVE <input checked="" type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input type="checkbox"/>
The Committee is asked to:				
<ul style="list-style-type: none"> Consider the People and Organisational Development Committee Annual Report for 2021/212 summarising the key areas of business activity undertaken; Approve the Draft report for submission to Board at its meeting on 26 May 2022 for 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 2021/22

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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 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 May 2021.

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:
 - 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 2021/22 was as follows:

Name	Position	Attendance*
Mohammed Mehmet	Committee Chair	4/4
Dyfed Edwards	Non-Executive Director	4/4
Judi Rhys	Non-Executive Director	4/4

2.2 Others in attendance

During 2021/22, the meetings were also attended by the following:

Name	Position	Attendance *
Neil Lewis	Director of People and Organisational Development	4/4
Rhiannon Beaumont-Wood	Executive Director of Quality, Nursing and Allied Health Professionals	3/4
Meng Khaw	Director of Health Protection and Screening Services Andrew Jones Deputised:	1/3 2/3
Helen Bushell	Board Secretary and Head of Board Business Unit	3/3

**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.

One representative from the Local Partnership Forum has a permanent invite to attend the Committee.

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

- Lisa Whiteman (Head of Organisational Development, Design and Learning);
- Sarah Morgan (Head of Employee Experience) ;

- Joe O'Brien (Workforce Systems Development Manager, People/Workforce/HR).

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 2021/22, the Committee met four times and was quorate on all four occasions.

3. Main areas of Committee activity 2021/22

The Committee wishes to assure the Board that it fulfilled its work plan for 2021/22 covering a wide range of activity.

3.1 Summary of Activity

The Committee undertook further scrutiny of the following areas during 2021/22

Recruitment	
Resilience, Wellbeing and Recruitment;	For assurance on recruitment in the organisation, including the Health Protection Case.
Recruitment Update – Integrated Health Protection Service Business Case	For assurance on the progress of the recruitment, the use of the tracker in the recruitment process, ensuring that timelines were complied with.
Workforces Data on the Performance Assurance Dashboard	For assurance, and consideration of the live data from the Performance and Assurance Dashboard focusing on sickness absences, staff vaccinations, recruitment and turnover.
Welsh Language	For 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.
People Strategy	For consideration and understanding of the strategy, which highlighted the interdependencies with other Strategies and Plans within Public Health Wales;

Workforce Equality Analysis	For assurance on the Workforce Equality Analysis undertaken. The Gap Analysis had been undertaken using in-house expertise to address known gaps within the Organisation.
Our Conversation – Principles for the Future of	For assurance that work on the 'Our Conversation' was progressing well, noting that the Principles for the Future of Work was on course to commence immediately once the Welsh Government relaxed the legal requirement for staff to work from home.
Workforce Reporting Annual	Approval of: <ul style="list-style-type: none"> • Annual Equality Report 2020-21 • Workforce Report Annual Report 2020-21 • Gender Pay Gap report 2020-21
Diversity and Inclusion	For assurance on the extensive work had been undertaken to progress the Diversity and Inclusion agenda in Public Health Wales.
Partnership working	For consideration of topical discussions with the local partnership forum, and the inclusion of four new trade union representatives for the Committees.
Wellbeing Survey	To note the ongoing work with staff networks and trade union colleagues, and next steps to support the workforce.
Disciplinary policy	(Private session) for assurance that appropriate arrangements were in place to manage the requirements under the Disciplinary Policy;
Committee Governance	
Committee Work Planning.	To plan the Committee's focus for the following year, and to approve a work programme.
Committee Effectiveness	The Committee considered a presentation on Committee Effectiveness and Performance following the completion of an online survey by Committee Members and attendees. A full report from this discussion will be provided to the Board as part of the Board's Performance and Effectiveness review planned for Quarter 1 2021.
Policies	Approval of the All Wales Respect and Resolution Policy.
Policies Update	For 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 Audit	The Committee considered the recommendations made within the Internal Audit Final reports for Recruitment, Additional Hours and Overtime and Staff Wellbeing and took assurance that the monitoring of any actions from these reports would be undertaken through the Audit and Corporate Governance Committee.
External Audit	For assurance on the planned next steps identified in the management response to the 'Taking Care of the Carers' Audit Wales Report
Risk	
Corporate Risk	To enable them to gain assurance that operational risks were being appropriately managed.
Strategic Risk	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.

3.2 Work Plan

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 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.

3.3 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 key adaptations made this year included:

- The construct of the Committee meeting agendas remained flexible, and the application of a risk based approach to the selection of agenda items.
- Consideration of the use of means other than formal papers to help the Committee to be more agile.
- The use of verbal updates and presentations where appropriate to ensure the timelessness of information to the Committee given the fast moving pace of the pandemic.
- The circulation of more material outside meetings where appropriate.

The Committee has engaged with a formal Board and Committee effectiveness review process taking place in March 2022. The

outcome and recommendations following this review will be reported to the Board in Quarter 1 2022.

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 2021/22, 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.

6. Conclusions and look forward

The Committee is committed to continuing to develop its function and effectiveness and intends seeking further assurance in 2022/23 in respect of the:

- Recruitment
- Staff Wellbeing
- Diversity and inclusion
- Oversight of managing significant change programmes