



**Confirmed Minutes of the Public Health Wales
People and Organisational Development Committee
Open Meeting 7 April 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
Michelle Battlemuch	(MicB)	Assistant Director of Operations Health Protection and Screening Services
Mark Bellis	(MB)	Executive Director of Policy and International Health/Director of the WHO Collaborating Centre (<i>for item 4.1</i>)
Rhiannon Beaumont-Wood	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals
Liz Blayney	(LB)	Deputy Board Secretary and Board Governance Manager
Helen Bushell	(HB)	Board Secretary and Head of Board Business Unit
Lucy Day	(LD)	Business/Project Manager
Rupinder Dogra	(RD)	Head of People and Organisational Development Partnering
Liz Heath	(LH)	Staff side representative
Tim Hooper	(TH)	Head of Planning and Business Support, Health and Well-Being Directorate (<i>for item 4.1</i>)
Neil Lewis	(NL)	Director of People and Organisational Development
Samantha Morgan	(SamM)	Assistant Director of People Strategy, Insights and Service
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Sarah Morgan	(SM)	Head of Employee Experience
Verity Winn	(VW)	Audit Wales
Apologies		
Sally Attwood	(SA)	Transition Director, Health and Wellbeing
Andrew Jones	(AJ)	Deputy Director of Health Protection and Screening Services
Meng Khaw	(MK)	National Director of Screening and Health Protection Services, Executive Medical Director
Secretariat		
Andrew Morton	(AM)	Board Support Officer

The meeting commenced at 09:30

PODC 1/2022.04.07 Welcome, Introductions and apologies

The Chair opened the meeting and welcomed all present, and noted that due to the ongoing response to the COVID-19 pandemic and in respect of the national guidance in place, meetings were being held electronically.

The Chair welcomed RA, MicB, LD, RD, TH and SamM to their first People and Organisational Development Committee meeting.

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 July 2022.

PODC 2/2022.04.07 Declarations of Interest

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

PODC 3/2022.04.07 Items for Discussion

PODC 3.1/2022.04.07 People and Organisational Development Priorities

The Committee received a presentation on the People and OD (P&OD) Directorate High Level vision.

NL introduced the item, outlining the strategic context, strategy vision and key priorities for 2022/23. RA presented the 'Big 5' cross cutting People and Organisational Development led projects, organisational developments and engagement plans. RD went on to outline People and Organisational Development partnering priorities, whilst SamM outlined the priorities of the People Strategy, Insights and Services Teams.

The Committee discussed:

- The importance of 360 degree learning, shadowing, and encouragement of staff to consider transferable skills and agile working;
- The importance of external learning and professional, technical training opportunities, which would continue even as the organisation sought to encourage internal, informal learning opportunities where appropriate;
- A suggested change of terminology to 'Welsh Language including standards', in order to emphasise that the Public Health Wales's (PHW) support of Welsh Language went beyond legislation;
- The need to consider the strategy and ensure alignment when reviewing/updating policies and guidance going forward;
- The need to provide support and a tool kit for managers to ensure they were ready to take forward change.

Committee members thanked the People and Organisational Development team for a comprehensive presentation, noting that that the 'Big 5' were appropriate strategic priorities.

The Chair suggested that the presentation be shared with the Executive Team and asked the Board Business Unit to consider how the work of the 'Big 5 priorities' could be incorporated in the Committee workplan going forward.

Action: HB/LB

**PODC
3.2/2022.04.07**

Equalities, Diversity and Inclusion Update

The Committee received the Equality, Diversity and Inclusion: Priorities for 2022-2023 paper.

RA introduced the paper, noting that the Equality, Diversity and Inclusion (E,D&I) priority had not been incorporated within the People and OD's 'Big 5 priorities' because E,D&I span across the priorities, and wider throughout the organisation.

SM presented the E,D&I priorities for 2022-23, which outlined 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.

The Committee considered:

- The benefits of suggested external training in E,D&I, and shadowing opportunities in external organisations' with a particular representative group;
- Suggested integration across the wider organisation, noting that there was a need to embed knowledge and expertise not only across Human Resources and business partnership, but across the whole of PHW;

- The vast amount of Equality law that managers needed to be aware of, and how this learning was disseminated across the organisation. 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;
- That while E,D&I for the workforce was important, Committee members expressed a wish to also focus on objectives 4 and 5 of the strategic workforce plan, the broader agenda of how we were delivering E,D&I externally to the population of Wales.
- The Committee noted that while the People and Organisational Development Committee had oversight of the Strategic Equality Plan, some components such as external service user engagement (i.e. the 'Our approach to engagement' programme) was considered as part of the Quality, Safety and Improvement Committee workplan. RBW and HB agreed to discuss this further with Committee members outside of the meeting.

Action: RBW/HB/MM

The Committee thanked SM for her comprehensive update on the priorities for Equality, Diversity and Inclusion throughout 2022-23.

PODC 4/2022.04.07

Item for Assurance

PODC

Organisational Change Update

4.1/2022.04.07

The Committee received the Update on Organisational redesign affecting Health and Well-Being (HWB) and World Health Organisation Collaborating Centre (WHO CC) directorates report.

TH introduced the report by firstly providing an update on the transfer of Local Public Health Teams, noting the good project management in place to facilitate a successful transfer.

The Committee discussed:

- LH's request that the team re-considered completing an Equality, Health Impact Assessment (EHIA) for the transfer of the Local Public Health Teams. NL agreed to review and revisit the EHIA and provide feedback to the Committee;

Action: NL

- The potential inclusion of staff and trade union representatives as part of the programme board. The Committee were assured that the new Programme Lead would review the various involvement of groups to ensure appropriate representation, and that there was a dedicated budget to ensure individuals were given appropriate time to take part. RD commented that a stakeholder forum was being set up for Local Public Health Teams which would involve trade union representatives and professional bodies;

- A recommendation that the organisation continued to extend support to the staff affected by the transfer beyond the sign off period, aiming to foster a partnership culture. In agreeing with this point, TH commented that while part 1 of the memorandum of understanding would ensure business continuity, part 2 sought to strategically strength the system as a long term process.

TH went on to outline the plan to merge together the Health and Well-being (HWB) and WHO Collaborating Centre directorates under a new Population Health directorate, for which Mark Bellis would be the Executive Director.

The Committee discussed:

- The rationale for progressing with this proposal before the long term strategy review is completed.
- The need to set out a proposed solution for the 'out of scope' functions, recognising that these are valued by Welsh Government and others. The Committee requested an update on the plan to move forward on 'all fronts', specifically the proposals for out of scope functions.

Action: TH/MB

- The amount of work associated with the scale of change currently being proposed across the organisation.
- A suggestion that it would be beneficial for the People and Organisational Development Committee to be involved at the start of change programmes, before their initiation in order to offer appropriate support.

The Committee thanked TH for the update, and received **assurance** that there was a robust and inclusive programme implementation approach in place to deliver the above organisational changes.

PODC 5/2022.04.07

Recommendation to Board

PODC

Committee Effectiveness

5.1/2022.04.07

The Committee received a Committee Performance and Effectiveness Review Workshop presentation from LB.

In introducing the presentation, LB commented on the recently completed, comprehensive Committee Performance and effectiveness review for 2021/22. LB outlined key themes that arose from the workshop across the broad range of the Committee's, along with specific elements from the People and OD Committee. LB concluded the presentation by defining the next steps and the plan to reflect the Committees' feedback in the workplan for 2022/23.

The Committee thanked LB for the presentation, and went on to recommend:

- Whilst noting Committee feedback was sought via email at the end of each meeting, there would be further exploration on ways to seek Committee feedback at each meeting;

- that the Committee work plan reflected the most appropriate time to consider items that would feed into Board;
- Referencing the reason for items on the agenda, and to consider/keep them 'alive' throughout the year as appropriate.

PODC 5.2/2022.04.07	Committee Annual Report
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The Committee received and considered the People and Organisational Development Committee Annual Report for 2021/22, which summarised the key areas of business activity undertaken.

The Committee **approved** the draft report for submission to Board at its meeting on 26 May 2022 for assurance that the People and Organisational Development Committee was fit for purpose and operating effectively in fulfilling its terms of reference.

PODC 6/2022.04.07	Items for Approval
PODC 6.1/2022.04.07	Minutes, Action Log and Matters Arising

The Committee received the minutes of the Committee meeting on 16 February 2022 and the Action Log.

The Committee:

- **Approved** the minutes of the meeting held on 16 February 2022 as a true and accurate record of the meeting, with the correction of 'gender and sexual orientation' to the following sentence: 'External speakers had attended events to raise awareness of the work of different groups covering areas of disability, **gender and sexual orientation**, race, religion and domestic abuse'.
- Approved the closure of the two completed actions on the Action Log.
- Approve the requested change of date to July 2022 for the first open action.

NL commented on a previous action around the use of ESR throughout the organisation to record annual leave, and emphasised that he was keen to involve the Trade Unions in the business process improvement work underway.

PODC 7/2022.04.07	Items to Note
PODC 7.1/2022.04.07	Work Plan

LB noted that the work plan for the Committee would be developed following the presentation at this meeting on the People and Organisational development priorities, and the plan would then be circulated to the Committee prior to the next meeting.

Action: LB

QSIC 8/2022.04.07	Closing Administration
QSIC 8.1/2022.04.07	Any Other Business
There was no other business to note.	
QSIC 8.2/2022.04.07	Committee Feedback
The Committee were invited to provide their feedback of the meeting including any areas that worked well, and any areas for improvement. The Committee reflected on: the importance of allowing time to consider 'big items' that required in-depth exploration; that people felt inclusive and were able to ask questions; that the chat bar was helpful to ask for definitions and explanations without interrupting the presenter, and people felt able to offer constructive challenge.	
QSIC 8.3/2022.04.07	Date of Next Meeting
The next meeting would be held on Thursday 7 July 2022.	
<i>The meeting closed at 11:55</i>	