<table>
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<th>People and Organisational Development Committee Annual Report 2016/17</th>
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<tr>
<td><strong>Author:</strong> Eleanor Higgins, Corporate Governance Manager and Claire Morgan, Corporate Governance Officer</td>
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<tr>
<td><strong>Date:</strong> 11 July 2017</td>
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<tr>
<td><strong>Sponsoring Executive Director:</strong> Melanie Westlake, Board Secretary and Head of Corporate Governance</td>
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<tr>
<td><strong>Who will present:</strong> Terence Rose, Committee Chair</td>
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<td><strong>Date of Board meeting:</strong> TBC</td>
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<td><strong>Committee/Groups that have received or considered this paper:</strong> People and Organisational Development Committee – 20 July 2017</td>
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<td><strong>The Board / Committee are asked to:</strong> (please select one only)</td>
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<td><strong>Approve</strong> the recommendation(s) proposed in the paper.</td>
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<td><strong>Discuss</strong> and scrutinise the paper and provide feedback and comments.</td>
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<td><strong>Receive</strong> the paper for information only.</td>
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<td><strong>Link to</strong> Public Health Wales commitment and priorities for action: (please tick which commitment(s) is/are relevant)</td>
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1 Introduction

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.

2 Background

This Report summarises the key areas of business activity undertaken by the People and Organisational Development Committee over 2016/17 and highlights some of the key issues which the Committee intend to give further consideration to over the next 12 months.

3 Timing

The Committee annual report forms part of the year-end annual reporting process.

4 Financial Implications

None

5 Recommendation(s)

The Committee is asked to APPROVE the report
Purpose and Summary of Document:

This Report provides a summary of the key areas of business activity undertaken by the People and Organisational Development Committee during 2016/17. It also outlines some of the key issues which the Committee intend to give further consideration to over 2017/18.
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Foreword

I am pleased to provide the foreword for the first Public Health Wales People and Organisational Development Committee Annual Report.

The Committee first met in October 2016 and covers individual and organisational development; workforce planning; welsh language, equality, diversity and human rights; health, safety and welfare.

Our aim in Public Health Wales is to make a healthier, happier and fairer Wales. I believe we must put that into practice in the way we manage and develop our own people and the organisation if we are to be even more successful in making a difference to Wales.

The Committee met twice during 2016/17 and these two meetings focused on agreeing the work plan for the Committee and how it might seek assurance in relation to its responsibilities, on behalf of the Board.

The Committee has an important role in taking timely action when there are indications that all is not well or we believe improvements can be made in our governance and management arrangements. For example, this year, there has been a particular focus on the organisation’s Values and Behaviour; the results of Public Health Wales’ response to the NHS Wales staff survey; and the Corporate Health Standard.

Finally, I would like to thank all the members of Committee and all those who have supported and contributed to its work from within Public Health Wales.

Terence Rose
People and Organisational Development Committee Chair
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 Establishment of Committee

A review of Board Committees was undertaken in 2016 to determine whether appropriate operating and assurance arrangements were in place to reflect the organisation’s structure. The development and introduction of an integrated Risk Management Framework and Board Assurance Framework (BAF) also had implications for the Board and its committees, including the management and oversight of strategic risks. The review determined that a revised committee structure would strengthen the alignment of the respective scrutiny responsibilities and duties of each committee to the strategic priorities, objectives and corporate risk function. The new structure was approved by the Board in June 2016.

As part of the review, the Developing the Organisation Committee was stood down. The People and Organisational Development Committee was established to strengthen the required focus on our people in addition to developing the organisation as a whole. It was determined that the key areas of focus would be: people, Welsh language, equality, diversity and human rights, and health, safety and welfare.

3 Role and Responsibilities

The terms of reference for the Committee were approved by the Board in June 2016.

Where appropriate, the Committee will advise the Board and the Accountable Officer on where, and how, its assurance framework may be strengthened and developed further.

The core functions of the Committee are as follows:

- 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:
  
  o health, safety and welfare
  o equality, diversity and human rights
  o 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.

4 Committee Structure

A key element of the Committee is that the membership comprises Non-Executive Directors only. This provides a basis for it to operate independently of any decision making process and to apply an objective approach to the conduct of its business. Executive Directors and other
members of staff are invited to attend meetings to provide assurances and explanations to the Committee on specific issues.

### 4.1 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. The first meeting of the Committee was held on 20 October 2016. During 2016/17 the Committee met twice and was quorate on both occasions.

### 4.2 Membership of Committee

During 2016/17, the membership of the Committee included:

<table>
<thead>
<tr>
<th>Name</th>
<th>Job title</th>
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<tr>
<td>Terence Rose</td>
<td>Chair and Non-Executive Director</td>
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<tr>
<td>Carl Clowes</td>
<td>Non-Executive Director (until 31.03.17)</td>
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<tr>
<td>Gareth Williams</td>
<td>Non-Executive Director (until 31.03.17)</td>
</tr>
<tr>
<td>Jack Straw</td>
<td>Non-Executive Director (from 01.11.16)</td>
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### 4.3 Others in Attendance

During 2016/17, the following people were invited to attend the meetings:

<table>
<thead>
<tr>
<th>Name</th>
<th>Job title</th>
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<tbody>
<tr>
<td>Phil Bushby</td>
<td>Director of People and Organisational Development</td>
</tr>
<tr>
<td>Huw George</td>
<td>Deputy Chief Executive and Executive Director of Operations and Finance (Executive Lead for Health and Safety)</td>
</tr>
<tr>
<td>Rhiannon Beaumont-Wood</td>
<td>Executive Director of Quality, Nursing and Allied Health Professionals</td>
</tr>
<tr>
<td>Quentin Sandifer</td>
<td>Executive Director of Public Health Services/Medical Director</td>
</tr>
<tr>
<td>Andrew Jones</td>
<td>Deputy Director of Public Health Services / Director of Integrated Health Protection</td>
</tr>
<tr>
<td>Melanie Westlake</td>
<td>Board Secretary and Head of Corporate Governance</td>
</tr>
<tr>
<td>Tim Williams</td>
<td>Assistant Director of Organisational Development</td>
</tr>
<tr>
<td>Hywel Daniel</td>
<td>Assistant Director of People</td>
</tr>
<tr>
<td>Eleanor Higgins</td>
<td>Corporate Governance Officer (Governance Lead for Committee)</td>
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Stephanie Wilkins
Representative from Staff Partnership Forum

Tracey Cooper, as Chief Executive and Accountable Officer had a permanent invite to attend the Committee.

5 Assurance

The work of the Committee, through scrutiny of internal audit, and other pieces of work, enable the Committee to provide reliable assurances to the Board and the Accountable Officer. There are no areas of significant duplication or omissions in the systems of governance in the organisation that have come to the attention of the Committee or which have not been adequately resolved.

The Committee has, on occasion, requested further information on particular items to allow further scrutiny of the issues and to enable them to provide robust assurance to the Board and Accountable Officer. Examples of this include:

5.1 Staff stories

At the beginning of each meeting, the Committee has agreed to receive a story from the perspective of a member or group of staff. The first story was received in February 2017 from members of staff with sensory loss. The story included lessons that could be learnt by the organisation and action taken in response to the key messages from the story. Through receiving stories such as these, the Committee is fully engaged with the Service User Experience Panel (which also incorporates staff experiences) and brings scrutiny and emphasis on developing our people and the organisation.

5.2 Statutory and Mandatory Training

All staff working within the NHS in Wales must be able to demonstrate that they have attended/completed minimum core training to ensure their own safety and that of others and have essential knowledge over a number of topics that help us deliver the service we should. The Committee monitored staff compliance levels for Statutory and Mandatory training, as detailed in the Core Skills Framework. Updates were provided at each meeting. In February 2017, it was reported that the aggregate figure for completion of mandatory training within Public Health Wales was 80%. The organisational compliance target (to reach by March 2017) was 95%. An update was received on the
implementation of staff e-learning, via the Electronic Staff Record, across the organisation. This development has enabled Public Health Wales to undertake a more effective and accurate compliance monitoring process and subsequently a more proactive and targeted management of compliance. All staff had access to e-learning via ESR from 1 February 2017.

5.3 People Performance

The Committee considered how to improve the quality of the data it receives for monitoring and assurance. This included discussions on the development of a People Performance Dashboard to function as a central mechanism to manage all key people metrics across the organisation, informed by available data, best practice and peer consultation. Once approved, this management information will be reported to the committee at every meeting in 2017/18.

6 People and Organisational Development Committee Activity 2016/17

The Committee fulfilled its work plan for 2016/17 covering a wide range of activity. This work can be summarised under the following headings:

- Organisational Development
- People
- Health, safety and welfare
- Policy
- Sub-committee/Groups
- Other Committee work.

6.1 Organisational Development

6.1.1 Values and Behaviours

Public Health Wales developed a set of Values and Behaviours in consultation with staff. The Committee considered the Values and Behaviours, which had been approved by the Board on 26 January 2017. It was agreed that the Committee would assume responsibility for providing assurance to the Board with regards to the launch and embedding of the Values. The Values and Behaviours were launched at the Staff Conference on 5 April 2017.

6.1.2 Corporate Health Standard
The Committee received and noted an update on the progress made towards the achievement of the Corporate Health Standard (Bronze Award). It was noted that the mock assessment was undertaken in June 2016 and received good feedback. The actual assessment took place in June 2017 and the organization was awarded the Bronze Award.

6.1.3 NHS Staff Survey

The NHS Wales Staff Survey was completed during 2016. Public Health Wales received the results from its staff in December 2016. The Committee agreed the interrelationship between the Board and the Committee in respect of monitoring delivery of actions in response to the NHS Staff Survey. It was agreed that oversight for the organisational staff survey plan would be maintained at board-level, with responsibility for refining and delivering the plan delegated to the Executive Team. Responsibility for providing assurance to the Board that the plan is being delivered is delegated to the Committee.

6.2 People

See paragraph 5.3 above.

6.3 Health, Safety and Welfare

Responsibility for the oversight of organisational Health and Safety was transferred from the Quality, Safety and Improvement Committee to the People and Organisational Development Committee. In October 2016, the Committee received the Health and Safety Strategy Review and approved the Action Plan. As part of the new governance arrangements, the committee received updates from the Health and Safety Group at every meeting.

The Committee recommended a revised Health and Safety Policy to the Board, and the Board approved the policy in March 2017.

The Executive Lead for Health and Safety, the Deputy Chief Executive and Executive Director of Finance has also produced an Annual Report which will be presented to the Board to provide further assurance that the Trust is discharging its health and safety responsibilities.

6.4 Equality, Diversity and Human Rights
The Committee has also discharged its responsibilities with regard to equality and diversity. It approved the Equality Annual Report 2015/16 at its February meeting. The Committee provided oversight of the development of the Implementation Plan for the Public Health Wales Strategic Equality Plan, 2016 - 2020. Once approved, the Committee will be responsible for reviewing progress and providing assurance to the Board.

6.5 Welsh Language

A verbal update on the Welsh Language Standards Regulations was received by the Committee. It was noted that the Welsh Language Commissioner has been in consultation with various Health organisations to determine the content of the standards which had not yet been finalised. The Committee reviewed Public Health Wales’ response to the consultation prior to its submission.

The Committee agreed that it would be prudent to begin preparations for the responses from the Commission and understand what the potential consequences could be.

6.6 Board Assurance Framework

The Committee considered the Board Assurance Framework detailing the two strategic risks that were assigned to the Committee. The two risks were:

- There is a risk that Public Health Wales will fail to retain or recruit suitably trained / qualified staff particularly in key positions and ensure the availability of appropriate capability. This will be caused by lack of development / re-skilling of existing staff, the inability to attract the suitably qualified and experienced candidates for vacancies and inefficient or ineffective processes for recruitment and development. The effect will be that PHW will fail to deliver on one or more of its strategic objectives.

- There is a risk that Public Health Wales will fail to meet its statutory and regulatory obligations (e.g. Health and Safety, Welsh Language Act). This will be caused by a lack of or ineffectiveness of suitable management systems to ensure compliance. The effect will be possible sanctions and associated financial penalties as well as reputational damage.

The Committee confirmed it was satisfied that appropriate information was included in the Board Assurance Framework to provide assurance to the Board.
6.7 Policies approved by the Committee

During 2016/17, the following policies were approved by the Committee:

i. Adverse weather policy
ii. Redundancy policy
iii. Retirement procedures
iv. Radiation Safety Policy
v. Recruitment and Selection Policy
vi. Substance Use and Misuse Policy

7 Relationship with other Committees

The People and Organisational Development Committee has continued to work closely with the Audit and Corporate Governance and the Quality, Safety and Improvement Committee during the year. Two members of the People and Organisational Development Committee are also members of the Audit and Corporate Governance Committee. Three members of the People and Organisational Development Committee are also members of the Quality, Safety and Improvement Committee. This common membership ensures continuity across all three Committees.

The Chairs of the Committee have met to discuss the Committee work plans to ensure that all areas of assurance were covered and any overlap or gaps in assurance were identified.

8 Actions for 2017/18

The Committee has identified the following key areas to focus on during the forthcoming year:

- Ensure continued development and effectiveness of Committee
- Annual Review of Committee Effectiveness
- Monitoring of implementation of values and behaviours
- Receive updates on progress with Health, Well-being and Corporate Health Standard

9 Conclusions and Way Forward

This is the first year that the People and Organisational Development Committee has been in operation. It has delivered its key role in ensuring issues relating to people, Welsh language, equality, diversity
and human rights, and health, safety and welfare for the organisation have been effectively covered.

The Committee has concluded that the above programme of work provides a comprehensive and reliable assurance to support the Board and Accountable Officer in discharging their accountability obligations.