Minutes of the Public Health Wales
People and Organisational Development Committee
7 February 2017, 14:00 – 16:30
Boardroom, Life Science Hub, 2nd Floor, 3 Assembly Square, Cardiff Bay

Present:
Terence Rose (TR) Non Executive Director and Committee Chair
Carl Clowes (CC) Non Executive Director (via teleconference)
Gareth Williams (GW) Non Executive Director
Jack Straw (JS) Non Executive Director

In Attendance:
Rhiannon Beaumont-Wood (RBW) Executive Director of Quality, Nursing and Allied Health Professionals
Huw George (HG) Deputy Chief Executive and Executive Director of Finance and Operations
Eleanor Higgins (EH) Corporate Governance Manager
Karen Williams (KW) Head of Corporate Workforce
Melanie Westlake (MW) Board Secretary and Head of Corporate Governance
Stephanie Wilkins (SW) Representative from Staff Partnership Forum
Tim Williams (TW) Assistant Director of Organisational Development
Faye Walker (FW) All Aboard Pilot Scheme
Peter Richards (PR) (Observer) NHS Wales Shared Services Partnership – Legal and Risk
Tara Lewis (TR) (Staff Story) Administrative Assistant – Centre for Equality and Human Rights
Tracey Goode (TG) (Staff Story) Interim Joint Director – NHS Centre for Equality and Human Rights
Junaid Iqbal (JI) (Staff Story) Lead – Service User Experience

Secretariat:
Emma Carey (EC) Personal Assistant to the Chair
Apologies:  
Quentin Sandifer  Executive Director of Public Health Services/Medical Director  
Phil Bushby  Director of People and Organisational Development  
Hywel Daniel  Assistant Director of People

PODC 01/2017  Welcome, introductions and apologies for absence

The Chair opened the meeting and welcomed all present to the 2nd meeting of the People and Organisational Development meeting. The Chair welcomed Jack Straw (JS) to his first meeting of the Committee.

The Chair noted the apologies for absence.

PODC 02/2017  Declarations of interest

There were no declarations of interest to register.

PODC 03/2017  Minutes from the previous meeting and matters arising

3.1 Minutes from People and Organisational Development Committee meeting: 6 October 2016

The minutes from the meeting held on 20 October 2016 (ref 3a.PODC.070217) were approved as an accurate account of the meeting.

3.2 People and Organisational Development Committee Action Log

The Chair presented the action log (ref 3b.PODC.070217) to the Committee for consideration. The Committee noted all actions had been completed.

3.3 Matters Arising

The following matters were discussed in relation to the minutes from the previous meeting:

Page 3 – Welsh Language standards: The Committee was informed that Public Health Wales was still awaiting information on when the Welsh Language Standards will be introduced. It was noted the Standards should be released in early 2017/18.

Page 3 – Wales Audit Office Consultant Contract Audit: The Consultant Contract Audit update report had been received at the Audit and Corporate Governance (ACG) Committee meeting on 19 January 2017 and it was agreed it should be discussed further at the ACG meeting in March, therefore there is no action for the POD Committee at this time.
Page 6 – ESR rollout: It was confirmed that the rollout of electronic staff training on ESR had been completed at the end of January 2017. This was noted in the Statutory and Mandatory training paper (ref 8.PODC.070217).

Page 8 – Walkabouts: Further discussion on walkabouts would take place at the Board Development Day on 15 February.

Page 8 – Health and Safety Group attendance by Chair: The Chair advised the Committee that he had attended the Health and Safety Group meeting on 20 January 2017 and offered to continue to attend regularly and suggested attending again in 6-9 months.

PODC 04/2017 Any Other Items of urgent Business for discussion at the end of the meeting

There were no further items of urgent business raised.

“IT MAKES SENSE” Staff Story

The Chair welcomed Junaid Iqbal (JI), Tracey Good (TG) and Tara Lewis (TL) to the meeting.

A brief background on the Sensory Loss Awareness Campaign which ran throughout the month of November 2016 was provided.

TC and TG to provided their experiences as members of staff working in Public Health Wales who are affected by sensory loss.

TL provided a brief background on her employment with Public Health Wales and provided a summary of the support and assistance she received from a specialist agency in gaining employment and sustaining her during her current role. These included:

- Taxi to and from work
- Lifestyle coach
- Specialist software to magnify display screen equipment.

TL explained that she experienced two forms of sensory loss—sight and hearing. She provided the Committee with typical examples of situations where her sensory loss has required further support from colleagues and Public Health Wales as an employer. TL explained that she was not confident when moving to new surroundings, so when relocating to Capital Quarter 2, she was given the opportunity to view the building before she moved, which helped her to familiarise herself with the new environment.
TL was pleased with how committed Public Health Wales was to working with people with sensory loss and that her new office environment had been designed well to reduce background noise.

The Committee also heard about the difficulties TL had encountered during her employment with Public Health Wales. One example provided related to glass doors and walls which did not have any contrast to show the differing area between door and wall. HG advised the Committee that this particular issue had been raised with the landlord of the building.

TG gave a brief history on her gradual loss of hearing over the past 20 years and discussed the difficulties she had experienced with adjusting to wearing hearing aids.

TG also explained the challenges for those with hearing loss during group conversations. It can sometimes be difficult to hear the conversation if the person speaking was to the side or behind her, rather than in front of her.

TG and TL provided some examples where improvements could be made within Public Health Wales to help employees with sensory loss. These included:

- Use of microphones by speakers at conferences and events and also microphones for audience members when questions are taken from the floor
- Enlarged text on visual displays at workshops at events
- The use of subtitles on videos on the intranet

The Committee discussed the best approach for communicating with both staff members and service users with sensory loss/protected characteristics. It was noted that good work in communicating with service users who were affected by sensory loss had been done in the Screening division, but that further work was required.

It was suggested that TL could provide some support and insight into the organisation of the forthcoming Staff Conference. HG agreed to arrange this. **Lead: HG**

The Committee also discussed recruitment of staff with sensory loss. It was noted that TL had come to Public Health Wales through a supported employment agency. It was agreed that the stories should be shared with Executive Directors and senior managers and that a news item would be developed to facilitate that. **Lead: JI**

The Chair thanked Tara and Tracey for their informative presentation.

Junaid Iqbal, Tara Lewis and Tracey Good left the meeting
### PODC 05/2017  Committee Work Plan 2017/18

The Committee received the Committee Work Plan for 2017/2018 (ref 5.PODC.070217) for **approval**.

The plan was discussed and it was agreed that more work was required with regard to the balance of items being bought to the Committee to provide assurance that important issues are being addressed whilst also allowing time for sharing and discussion of new initiatives etc. It was suggested that the Committee could identify the four most important areas for focus and discuss those throughout the year.

The Committee also discussed the inclusion of Directorate reports on the work plan. Concerns were raised that this would be seen as an additional report for Directorates on top of existing performance reports and other assurance reports. It was clarified that these reports should focus on difficulties and best practice in achieving objectives laid out in Strategic Priority 7 and should not be seen as repetition of existing reporting mechanisms.

It was agreed that further discussion was required between the Board Secretary and the Chair in advance of setting the agenda for the next meeting.  
**Lead: TR and MW**

It was also confirmed that Chairs of Committees would meet to discuss work plans.  
**Lead: MW, TR, SS, KE**

### PODC 06/2017  Strategic Priority 7 Update

The Committee received an update on Strategic Priority 7 (ref 6.PODC.070217) for **consideration**.

The paper provided an overview of current levels of Directorate performance against Strategic Priority 7 operational plans.

The Chair queried the meaning of the 26 actions which were marked as not completed/ behind schedule, as there was no supporting narrative. It was explained that the data and supporting narrative had been received by the Board at the previous formal Board meeting. It was agreed further thought and discussion was needed on why the Committee was receiving the information and what action it was expected to take. 
**Lead: PB, MW, TW, TR**

This also related to the earlier discussion on the Committee work plan.

The Committee:
- **Noted** the progress of the Strategic Priority 7 action
- **Considered** the Committee’s level of involvement with regard to seeking assurance on the organisations performance against objectives set within Strategic Priority 7
- **Agreed** that further consideration should be given to this before the next meeting.

### PODC 07/2017  People Performance Dashboard

The Committee received an update on the People Performance Dashboard (ref 7.PODC.070217) for **consideration**.

The paper provided an update on progress made in refining the organisation’s approach to People Management Information.

The Committee noted the dashboard would be received quarterly and would help inform the work plan for future meetings. It was agreed this was an important report on people management information.

It was identified that further development of the dashboard was needed. It should consider what the future indicators should be, break down poor performance by Directorate, and clarify the Public Health Wales position versus the All Wales position.  
**Lead: TW and HG**

The Committee **noted** the dashboard.

### PODC 08/2017  Statutory and Mandatory training

The Committee received an update on statutory and mandatory training (ref 8.PODC.070217) for **noting**.

The paper provided an overview of current levels of compliance with statutory and mandatory training, and updates of the implementation of the Oracle Learning Management (OLM) with ESR.

The Committee noted the aggregate figure for completion of mandatory training within Public Health Wales was currently 80%.

It was queried whether the leaflet providing Infection Prevention and Control level 1 training was an adequate and effective training method. It was explained that this had been agreed at an all Wales level and was awareness raising training for all staff. For those members of staff where their job roles required in depth comprehensive training, they would receive a higher level of training.
The Committee noted the progress made and that there was still work to be done to meet the organisation compliance target of 95% by March 2017.

PODC 09/2017 NHS Staff Survey – results for Public Health Wales

The Committee received the NHS Wales Staff Survey Public Health Wales results (ref 9.PODC.070217) for approval.

The paper sought to set and agree the interrelationship between the Board and the Committee in respect of monitoring delivery of actions in response to the survey.

Stephanie Wilkins (SW) raised a concern that the bullet points for initial areas of potential focus on page 5 of the paper had been identified by the Executive Team and Board without Joint Negotiating Committee (JNC) input. It was explained that the paper would be going to the JNC on 21 February for comment and that the initial areas of potential focus were suggestions that had not yet been agreed. They would be confirmed after the discussion with the JNC. There would also be further discussion at the Board Development Day on 15 February.

The Committee also discussed the issue of timings for delivery of a response as the Staff Survey was completed in October 2016 with the results shared in December 2016 and there was concern that Board and Committee discussion was taking place in January and February. It was emphasised that momentum should not be lost on how Public Health Wales responded to the results of the survey.

The Committee approved the:

- proposal for the People and Organisational senior team to set out a proposal as detailed above, covering recommended areas of focus and ownership / responsibilities, before circulating for Committee feedback, with an aim to share with Board for their approval
- recommended governance arrangements as cited in the report whereby:
  - Oversight for the organisational staff survey plan was 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 People and Organisational Development Committee.
  - Local level staff survey plans are owned within Directorates / Divisions, with oversight provided by the Executive Team.
**PODC 10/2017  Values and Behaviours**

The Committee received the Values and Behaviours paper (ref 10.PODC.070217). The Committee noted the values and behaviours had been approved by the Board on 26 January 2017 subject to two changes.

TW noted the values and behaviours would be launched at the Staff Conference on 5 April 2017. As a result of this, the deployment plan would need to be adjusted to reflect the confirmed date.

The Committee discussed how values introduced and embedded and how it assured the Board the values would be embedded across the organisation. It was agreed that time was needed for the values and behaviours to work their way through the organisation and that it would be a number of months before the Committee could begin monitoring their effectiveness properly. It was suggested that each Committee may wish to consider the values which were particularly relevant to their remit.

The Committee:

- **Noted** the Board approval of the Values
- **Considered** the deployment plan
- **Approved** the proposal for the Committee to assume responsibility for providing assurance to the Board with regards to the launch and embedding of the Values.

**PODC 11/2017  Health and Safety Policy**

The Committee received the Health and Safety policy (ref 11.PODC.070217). The role of the Committee was to **recommend** the policy to the Board for **approval**.

The Committee was provided with a brief history on why the new abridged Health and Safety Policy had been produced.

The Committee discussed the attendance of staff side representatives at the Health and Safety Group meeting and their release to attend meetings by line managers. The Committee was informed that staff side reps were invited to the meetings but did not routinely attend.

Tracey Cooper (TC) agreed to speak to Phil Bushby regarding staff representatives to be released to attend Health and Safety Group meetings. **Lead: TC / PB**

RBW informed the Committee a staff side representative from the Royal College of Nursing (RCN) would be available to attend future meetings.
The Committee **recommended** the Health Safety Policy be approved by the Board. To ensure its effectiveness it should be subject to review next year. As this should be acted on promptly it was recommended that this should be via Chair’s Action.

The Non-executive Directors agreed to support the Trust Chair and Chief Executive in the making of the decision. The Board Secretary and Head of Corporate Governance agreed to progress this.

**Lead: MW**

The Chair requested thanks be given to Nicola White and Mark Parsons for all their work in producing the new Health and Safety Policy.

**PODC 12/2017 Strategic Equality Plan and Implementation Plan**

The Committee received the Strategic Equality Action Plan (ref 12.PODC.070217) for **recommendation** to the Board for **approval**.

Upon review of the documentation, the Committee noted the Strategic Equality Plan had been approved by the Board in March 2016 but it had not been accompanied by an implementation plan.

There were a number of missing completion dates within the Strategic Equality Action Plan. It was agreed that further work was required by the Executive Team and the relevant Directorates and Divisions before the Committee could fully consider the action plan and recommend it to the Board for approval.

**Lead: PB/TW**

The Committee **noted** the Strategic Equality Plan and Implementation Plan and agreed further work was required before the Plans could be recommended for approval by the Board.

**PODC 13/2017 Equality Annual Report 2015/16**

The Committee received the Equality Annual report 2015/16 (ref 13.PODC.070217) for **approval**.

The Committee was informed the report had been written in a retrospective manner and was being received late in the year because the current Interim Equality Lead had only taken up post in July 2016.

The Committee discussed how the next iteration of the report would be produced and when this should be presented to the Committee for approval. The Annual Report would be presented to the Committee in October 2017 for comments.
The Committee **approved** the:

- Equality annual report for 2015/16 subject to the following changes:
  - Remove honest from the sentence “Within the report we provide an honest account of where we were as an organisation during 2015-2016 in relation to our equality work” in the Executive Summary
  - Change wording in first paragraph on page 9 of the report to “making sure a workplace is a safe, healthy and fair environment for everyone, for the most part, the responsibility of the employer”.

**Lead: PB**

- Approach discussed for the 2016/17 equality annual report

### PODC 14/2017 Policies for Approval

Before the policies were discussed and approved, the Chair requested that cover sheets for future policies should be clearer as to how the policies have been developed and to include what discretion Public Health Wales has in relation to the content within the policy. It was also requested that the cover sheet make clear whether the policy contained anything which may be perceived to be contentious for those affected by the policy.

The Committee received four policies for approval:

- Adverse weather policy (ref 14a.PODC.070217)
- Redundancy policy (ref 14b.PODC.070217)
- Prevention of stress and management of mental wellbeing policy (ref 14c.PODC.070217)
- Retirement procedures (ref 14d.PODC.070217)

The Committee **approved** the Adverse Weather policy subject to a change to the wording in 2nd paragraph on page 9. Wording should read:

“Staff who are able to attend work during bad weather or transport disruption may be required to undertake roles, other than their own role, as long as these are within their capabilities and safe for them to do so”.

The Committee **approved** the Redundancy Policy.

The Prevention of Stress and Management of Mental Wellbeing Policy was **not approved**.

The Committee requested more information be included on the following:
- Zero tolerance on bullying or harassment
- Reference to Occupational Health provision
- Reference to employee assistance provision
- Reference to Values and behaviours
It was agreed that the Chair could take Chair’s action to approve the policy once the amendments had been made.

The Committee was informed the Retirement procedure were written by Public Health Wales to support the all Wales policy. The intention of the document was to act as guidelines for managers on how to manage situations where staff were approaching retirement.

The Committee approved the Retirement procedure.

**PODC 15/2017 Ratification of Chair’s Action**

The ratification of Chair’s Action paper (ref 15.PODC.070217) was received in relation to the following three policies for ratification:

- Radiation Safety Policy
- Recruitment and Selection Policy
- Substance Use and Misuse Policy

The Committee ratified the action taken by the Chair of the Committee to approve the three policies.

**PODC 16/2017 Board Assurance Framework – Update for People and Organisational Development Committee**

The Board Assurance Framework update (ref 16.PODC.070217) was received for consideration.

The Committee was informed the update was an extract from the Board Assurance Framework (BAF) which contained the Strategic Risks which fell to the People and Organisational Development Committee in their assuring capacity. The area touched on issues which had already been discussed at the meeting.

The Committee:

- Noted the completed actions
- Noted the amendments to the Board Assurance Framework

**PODC 17/2017 Papers for Information**

The Health and Safety Group meeting update (ref 17.PODC.070217) was noted for information.

The Chair explained that he had raised a concern with regards Occupational Health Provision and immunisation management at the meeting he had attended. This would be taken forward by the Health and Safety Group.
The Committee **noted** the update paper.

### PODC 18/2017  Any Other Business

The Chair informed the Committee this would be Carl Clowes and Gareth Williams’ last People and Organisational Development Committee. The Chair thanked Carl and Gareth for all of their support and help at all the various Committees they had attended in the past. The Committee expressed their thanks as well.

**Date of the Next Meeting:**
20 April 2017 (TBC) (Room 3/2, No 2 Capital Quarter)