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**Confirmed Minutes of the Public Health Wales
People and Organisational Development Committee
Open Meeting 18 April 2023, 14:00
Venue: via Microsoft Teams**

Present:		
Mohammed Mehmet	(MM)	Committee Chair and Non-Executive Director (Local Authority)
Jan Williams	(JW)	Chair, Public Health Wales and Non-Executive Director
Kate Young	(KY)	Non-Executive Director (Third Sector)
In Attendance:		
Rachel Attwood	(RA)	Assistant Director Organisational Development and Engagement
Rhiannon Beaumont-Wood	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals
Liz Blayney	(LB)	Deputy Board Secretary and Board Governance Manager
Sarah Brewer	(SB)	Head of Employee Experience, People/Workforce/HR
Matthew Browne	(MB)	Strategic Resourcing and Workforce Planning Manager, People/Workforce/HR
Emily Christopher	(EC)	Dragonfish
Liz Heath	(LH)	Staff side representative
Angela Jones	(AJo)	Acting Director of Health and Well-Being, Executive Team
Neil Lewis	(NL)	Director of People and Organisational Development
Paul Veysey	(PV)	Board Secretary and Head of Board Business Unit
Stephanie Wilkins	(SW)	Staff side representative Joined 15:03
Apologies		
Tracey Cooper	(TC)	Chief Executive
Samantha Morgan	(SM)	Assistant Director of People Strategy, Insights and Service
Joe O'Brien	(JOB)	Workforce Systems and Analytics Lead, People/Workforce/HR
Secretariat		

Andrew Morton	(AM)	Board Support Officer
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The meeting commenced at 14:00

**PODC 1/
2023.04.18**

Welcome, Introductions and apologies

The Chair opened the meeting welcomed all present, noting 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 on 19 July 2023.

MM welcomed JW to the meeting both as Chair of the Public Health Wales and as a member of the People and Organisational Development Committee. MM also welcomed PV to his first Committee meeting at Public Health Wales as the new Board Secretary and Head of the Board Business Unit.

**PODC 2/
2023.04.18**

Declarations of Interest

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

**PODC 3/
2023.04.18**

Items for assurance

**PODC 3.1/
2023.04.18**

Overarching People and Organisational Development Priorities for 2022/23 the Big 3

NL introduced the item, outlining the purpose of the item to consider the overarching People and Organisational Development Priorities and highlighted the areas of work planned for 2023/24.

NL introduced the "Big 3" overarching strategic priorities:

- Culture and Experience
- Organisation Effectiveness
- Resources and Processes.

He explained that these would form the focus of work within the directorate this year, and noted that the focus of the next item on the agenda was the people promise which expanded on the first priority, Culture and Experience.

MM thanked NL for the overview.

**PODC 3.1.1/
2023.04.18**

People Promise

EC gave a presentation highlighting the progress to deliver the first draft of the People Promise. The people promise was the offering that the organisation makes to its people in return for their hard work, commitment to the vision and embodiment of the organisational values. She outlined the five objectives within the people promise:

- To be pioneering and unifying to bring together Public Health Wales to support attraction, recruitment and retention of diverse and talented people.
- To support culture and support people to live the values.
- Increase connection between people and the purpose of the organisation.
- Provide opportunities in career pathways and development.
- Support wellbeing and improve our ways of working and support home-working.

The People Promise was developed using a number of different methods including stakeholder interviews, engagement meetings and a review of key documents within the Organisation. The emerging draft of the People Promise contained six emerging priorities:

1. Making a difference;
2. Autonomy;
3. Feeling good;
4. Connection;
5. Opportunity and
6. Diversity.

These areas were refined in to three pillars which supported the overarching element of Wellbeing within the Organisation; exploring possibilities, forging connections and transforming lives.

MM thanked EC for the presentation and invited comment from the Committee.

The Committee discussed:

- Commended the team on the ground-breaking work.
- The need to consider the external application of EVP and associated branding to attract staff to match the external associated branding with this internal work. EC confirmed that this document would be the foundation of further development of the EVP offer, and that the implementation of this document would consider how it was used and promoted internally as well as externally. Externally, there would be a piece of work undertaken on employer branding and how this was translated into recruiter content for both internal and externally facing purposes. NL added that the Communications team were involved in the development of the People Promise and were developing and translating this into internal and external facing material.
- The range of external partners that had been engaged as part of this the development of the people promise; NL agreed to share the list of stakeholders that had been engaged.

Action: NL/SM

- Suggested considering methods used by other Health Boards, such as using promotional videos, to attract potential members of staff to work in particular areas.

- Noted the importance of ensuring the language used within the material was understandable and clear, using terminology that would be understood externally to ensure accessible for all.
- In terms of engagement with strategic partners, this needed to translate into the engagement with our partners, which was a key component of how the organisation would deliver the long term strategy; that Public Health Wales’ partners also experienced this EVP through their interactions with us.
- The importance of promoting public health messaging; why prevention and early intervention matters to reduce avoidable harms. The Committee suggested the team explore how these strategic public health messaging would feature in our external branding.
- The values surrounding employees came across strongly within the document which clearly communicated the values of the Organisation supporting staff.
- The need to ensure the plan was appropriately costs to ensure it was realistic and achievable.
- Suggestion to consider how to reflect the pay offer within the document.
- In the next steps of development, important to ensure there were real and tangible offers included to clearly demonstrate the impact that this could have on the workforce both internally and externally.

NL thanked the Committee for their input and had noted the suggestions to take forward developing the Promise further. He noted the next steps included translating this work into tangible tools and material to use for recruitment.

NL suggested that RBW and KY be included in the development of the external facing People Promise.

Action: NL/RBW/KY

EC added the People Promise was part of a wider, Organisation-wide work to bring the elements of both the culture and the strategy transformations together to demonstrates how they work as a whole for the employee and external experience. The next stage would be to develop the Promise to translate this into an offer to prospective employees including Work How Work Works Best, career mobility mapping and employee well-being.

The Committee **considered** the report and took **assurance** that the work was being delivered on time and to plan.

PODC 3.1.2/ 2023.04.18	Workforce Planning Update
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MB gave a presentation summarising the work undertaken in relation to organisational workforce planning. MB highlighted the following:

- The supply and demand issues affecting the workforce at the Organisation. Different approaches had previously been tried and the current focus was on critical staff roles.

- Four challenges the Organisation faced when recruiting staff: Business challenges; Organisational challenges; Talent attraction; and Talent retention.
- Effective delivery of the Long Term Strategy depended on the implementation of the People Strategy, the People Promise and Workforce Planning , ensuring the ability to deliver a service for the people of Wales. A key aspect of this included the development of the Employee Value Proposition (EVP).
- Workforce planning enabled the identification of critical roles within the Organisation, job pools and talent pools, allowed funding to be directed to the places of greatest need. Collaboration within the Organisation and outside with partner organisations, for example academic institutions, would also be identified during Workforce planning.

MB then demonstrated the Workforce Planning Dashboard, which showed the anticipated turnover of staff, the replacement candidate, funding stream, target start date, the degree of difficulty to replace the post, Welsh Language skill element for the post and the identification of critical roles.

Directorate leads would feed in to the Workforce Planning Dashboard, the Dashboard would be reported to the Business Executive Team, and an annual assurance report would be submitted to the People and Organisational Development Committee.

The Committee enquired whether a labour market analysis had indicated the availability of staff within Wales, and how many staff would be needed from outside Wales. Additional promotional work could be undertaken in schools and universities to encourage applications from that sector. The Committee suggested it would be helpful to link this to the developing Data and Digital Strategies; to explore how this type of data could be included on the dashboard to inform the approach.

MB identified key next steps in the development of the work force planning:

- Review of Organisational wide data
- Development of targeted plans to identify medium and long term gaps
- Development of interventions to close identified gaps.

The Committee discussed:

- The inclusion of the welsh language data as part of this review, noting the challenge to recruit to Welsh language essential posts.
- Need to also consider Equality, Diversity and Inclusion (EDI) data .
- It was intended to further develop the dashboard to break down the data further.
- Staff training and development should be included within the dashboard aligned to the financial planning required to facilitate training needs.

The Committee requested an update on Workforce Planning at the next meeting.

Action: LB/NL

PODC 3.2/ 2023.04.18	Staff Engagement and Partnership
PODC 3.2.1/ 2023.04.18	Work how it Works Best

RA gave a presentation which updated the Committee on survey evaluation results from Quarter 2. The figures indicated that the trial had a positive impact on productivity, motivation and other personal factors, however inter-team relationships might be impacted. A negative impact on physical wellbeing was noted, however this coincided with both the winter period and the cost of living crisis.

It was observed that more than 85% of those who completed the survey noted they preferred the approach taken by the Organisation, and this was ratified by the free text comments received and from open discussions.

The Committee queried the response rate of the survey, noting that 94% of Health Protection and Screening Services (HPSS) Directorate responded, but when this was broken down in terms of workplace location, only 4% of those who responded were workplace based. The Committee highlighted the need to ensure there was an appropriate offer of flexibility to those who are workplace based, and asked that this be explored to ensure it benefitted the whole organisation. RA agreed to share a link to show the full breakdown of respondents for reference, and agreed with the need to ensure this initiative was meaningful for workplace based staff, outlining engagement that was underway within leads in HPSS to discuss further.

The Committee discussed:

- It was noted that in addition to the positive effects for staff wellbeing there had not been a negative impact on service delivery.
- The need to be mindful of the risk of isolation of staff who were working from home.
- Query as to 'how work how work works best' was delivered to workplace based staff. NL explained this was discussed with work place based staff, and it was about looking at how the increased flexibility of WHIWB could be incorporated depending on individual situations.

MM thanked the team for the presentation, and commended for this approach, which was an award winning initiative.

PODC 3.2.2/ 2023.04.18	Cost of Living (Action in Place to support staff/Closure Report)
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RA provided a verbal update on the Cost of Living Action Plan. The People and Organisational Development Directorate were given oversight of £30,000 to

support staff through the cost of living crisis. Webinars were held, some out of hours at the request of the Staff Forum and a financial wellbeing platform allowed staff to access wages and save directly from their wages. The Organisation continued to consider Cost of Living pressures in the way it supported staff through its wellbeing programme and through the Welsh Government's Period Proud Action Plan.

The Action Plan was closed in March 2022, most actions had been closed only one action, making available additional hours to existing employees, remained in place and was under review by the Head of People and Organisational Development. A copy of the Action Plan was available from RA.

PODC 3.2.3/ 2023.04.18	Trade Union Partnership Working Forums - Update
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NL updated the Committee on the work of his Directorate and the Local Partnership Forum.

The Committee discussed:

- The importance of the LPF and effective engagement TUS.
- Noted the attendance levels for the LPF; the Terms of Reference indicated attendance requirements at these meetings and would be reviewed.

The Committee was told, that due to secondment, only one Staffside representative was supporting the Change Project. Staffside also agreed the importance of partnership meetings, noting that senior staff facilitated meetings well.

The Committee asked for a review of attendance at Local Partnership Forum meetings, together with an evaluation of attendance figures to ensure that the appropriate representation of staff was present at meetings.

Action: NL

The Committee took assurance from the update on the partnership arrangements within Public Health Wales.

PODC 3.3 2023.04.18	Break
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PODC 3.4/ 2023.04.18	Performance Assurance Dashboard
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NL gave a brief overview of the Dashboard and asked Committee members to raise comments or e-mail him with suggestions for further developments and improvements, particularly where further data would be helpful.

Key points noted were the reduction in sickness absence in March; promotion from within the Organisation was high; training and appraisal figures remained

consistent with previous months and work continued to increase compliance figures.

The Committee asked that the generic 'not known' reason be investigated as in several occurrences in the Dashboard it represented a high percentage of the group overall and thus did not help understanding the data presented. The Committee asked that links to Workforce Planning be considered for the Dashboard, including figures for out to advert and hard to recruit categories.

NL agreed to look at these suggestions with JOB and to bring historical trends and comparison data to the next Committee meeting.

Action: NL/JOB

SB informed the Committee that following a request at the last meeting she would bring data to the next meeting on gender split and age of staff leaving the Organisation. Initial examination of the data indicated that the Organisation's leavers did not follow the national trend which showed Organisation figures to be at odds with national data figures.

The Committee asked how the Dashboard might be used to highlight areas where average figures might not always highlight important trends, such as in the recruitment of hard to fill vacancies. RBW informed the Committee a case of recruitment to posts in North Wales was covered in the following item on the agenda, Risk. The Committee suggested it would be helpful to link risk information with the dashboard for a complete picture.

Discussion about the reporting of diversity data, the reasons why failure to declare rates remained high. It was suggested that the Disability Rights Taskforce be consulted using their experience in this area.

MM thanked the team for the update, and the Committee took assurance on the information provided.

**PODC 3.5/
2023.04.18**

Managing Risk

RBW presented the Strategic and Corporate Risk Registers, noting that previous discussions earlier in the meeting had covered the two Strategic risks.

NL informed the Committee that work continued to mitigate these risks identifying resource capability and capacity to fully support and discharge the work of the Organisation. Current development of the Employee Value Proposition alongside Workforce Planning developments would be used to attract and recruit staff to the Organisation and reduce the Risk.

The Committee asked where issues resulting from the new hosting arrangement with the NHS Executive were documented. NL informed the Committee that meetings were planned within the Organisation to raise issues

and the risks identified would be included in the updated Strategic and Corporate Risk Registers.

The Committee discussed the three Corporate Risks relating to this Committee. A recent Deep Dive at the Quality, Safety and Improvement Committee meeting identified collaboration within the medical workforce to resolve the gaps identified.

A discussion regarding the delivery of the IMTP noted that delivery was dependant on recruitment challenges which could impact the timescales.

The Committee asked for confirmation that all Change Plans within the Organisation had been identified. NL confirmed work had been undertaken identifying all Change Plans within the next 12 months. A process had been implemented to ensure that all new plans would proceed through agreed internal processes to ensure they were fully resourced.

The Committee:

- **Considered** the Strategic and Corporate Risk Registers relevant to the Committee's remit
- Took **assurance** that the Organisation's Strategic and Corporate risks are being managed appropriately

**PODC 3.6/
2023.04.18**

Bi-Annual Policy Update

The Committee **received** a biannual policy update and noted that progress had been made to improve the number of policies which were in date (an increase of 2%).

The Committee asked for a timeline which detailed returning to full compliance. LB informed the Committee that policies fell in to two categories, those which sat within the People and Organisational Development Directorate and those which sat under an All-Wales remit. LB agreed to draw out this distinction in future updates.

The Committee received **assurance** on the prioritisation and progress being made to review Corporate policies, procedures and other written control documents within the remit of the Committee.

**PODC 4/
2023.04.18**

Items for Approval

**PODC 4.1/
2023.04.18**

Minutes, Action Log and Matters Arising of 12 January 2023 and 15 March 2023)

The Committee **approved** the minutes of the meetings of 12 January 2023 and 15 March 2023.

The Committee **approved** the closure of four completed actions on the Action Log.

PODC 5/ 2023.04.18	For Recommendation to the Board
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The Committee **received** the Annual Terms of Reference Review, the Committee Workplan for 2023/24 and Review of Effectiveness and the Committee Annual Report.

The Committee **considered** and **approved** the changes proposed in the Annual Terms of Reference Review and **recommended** its submission to the Board at its meeting in May.

The Committee **approved** the Workplan/Review of Committee Effectiveness and **recommended** its submission to the Board at its meeting in May.

The Committee **approved** the Annual Report to the Board and **recommended** its submission to the Board at its meeting in May.

PODC 6/ 2023.04.18	Items to Note
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PODC 6.1/ 2023.04.18	Audit Tracker
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The Committee **received** the Audit Tracker which highlighted actions which fell under the remit of this Committee. The Actions had been approved by the Audit and Corporate Governance Committee at its last meeting on 16 March 2023.

The Committee **noted** this item, expressing thanks to the Board Business Unit for highlighting the importance of cross-Committee working. The Committee suggested that the area of cross Committee working should be developed further, LB noted the comments and the suggestions made earlier in the meeting and agreed to develop joint meetings for Chairs of the four Board Committees on a regular basis.

Action: LB

PODC 7/ 2023.04.18	Closing Administration
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One item was raised under any other business.

SB advised the Committee of the potential Chair's Action request that would be submitted before the next meeting to seek approval for the publication of a Welsh Language Clinical Consultation Plan. The plan should have been published by 31 March 2023, however delays in receiving information from frontline services resulted in a request to the Welsh Language Commissioner to publish the report as soon as possible, which was agreed.

The Committee was asked to send any feedback regarding the meeting to LB by e-mail. The Committee appreciated the organisation of the Agenda in a logical and narrative format.

Date of next meeting: **19th July 2023**

The meeting closed at 16:47