

**Confirmed Minutes of the Public Health Wales  
People and Organisational Development Committee Meeting  
6 February 2024 at 14:00, in 3.2 CQ2 and via Microsoft Teams**

<b>Present:</b>		
Mohammed Mehmet	(MM)	Committee Chair and Non-Executive Director (Local Authority)
Jan Williams	(JW)	Chair, Public Health Wales and Non-Executive Director. Left at 3:30
Kate Young	(KY)	Non-Executive Director (Third Sector).
<b>In Attendance:</b>		
Rachel Attwood	(RA)	Assistant Director Organisational Development and Engagement
Michelle Battlemuch	(MB)	Assistant Director of Operations, Executive Team (Representing MK
Anne Beegan	(AB)	Audit Wales. Left at 14:24
Liz Blayney	(LB)	Deputy Board Secretary and Board Governance Manager
Sarah Brewer	(SB)	Head of Employee Experience
Lucy Day	(LD)	Business Manager
Neil Lewis	(NL)	Director of People and Organisational Development
Kelly McFadyen	(KM)	Learning and Development Manager Joining for item 3.3. Left at 15:18.
Claire Birchall	(CB)	Acting Executive Director of Quality, Nursing and Allied Health Professionals
Joe O'Brien	(JOB)	Workforce Systems and Analytics Lead. Joined at 14:32, left at 15:18.
<b>Apologies</b>		
Paul Veysey	(PV)	Board Secretary and Head of Board Business Unit
Liz Heath	(LH)	Staff side representative
Meng Khaw	(MK)	National Director of Health Protection and Screening Services and Executive Medical Director
<b>Secretariat</b>		
Ffion Lloyd	(FL)	Board Support Officer
The meeting commenced at 14:00		
<b>PODC 1/2024.02.06</b>	<b>Welcome and Apologies for Absence</b>	
MM opened the meeting and welcomed all present, noting that the meeting was held electronically and in person at CQ2.		
The Committee <b>noted</b> that the meeting was being recorded to support with accuracy of the minutes, and that the recording would be deleted once the minutes had been agreed at the next meeting in February 2024.		

The apologies for absence received were **noted**.

<b>PODC 2/2024.02.06</b>	<b>Declarations of Interest</b>
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There were no declarations of interest in addition to those already declared on the Declarations of Interest Register.

<b>PODC 3/2024.02.06</b>	<b>Items for Assurance</b>
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<b>PODC 3.1/ 2024.02.06</b>	<b>Audit Wales Report: Review of Workforce Planning Arrangements and Management Responses</b>
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AB presented an overview of the Audit Wales Workforce Planning Report for the Public Health Wales Trust. This report had been discussed at the Audit and Corporate Governance Committee meeting on 29 January; it was being considered at this meeting due to its focus on Public Health Wales workforce planning strategy and its effectiveness at addressing current and future challenges.

Key points highlighted from the report:

- Good progress has been made in developing workforce intelligence; improvements needed in data accuracy for consistency.
- Further work needed to model future service demands and workforce requirements.
- Positive examples of Public Health Wales taking action to manage workforce challenges; further developments would be beneficial to gain a better understanding on whether staff could access support.
- The report highlighted the need for an implementation plan for the People Strategy to address the associated risks and barriers from implementation and to improve oversight and monitoring of workforce performance.

Five recommendations were made in the report, one highlighted for the Committee was a focus on improving People and Organisational Development oversight in implementing the People Strategy and developing clearer mechanisms to share information with the Committee.

NL informed the Committee that the final report had been developed with feedback from the People and Organisational Development team, and that this had been reviewed and endorsed by the Executive Team.

NL reassured the Committee of organisational commitment to address the recommendations; a new Workforce Planning Lead Manager had recently started which would allow for significant progress with improvements to be made.

MM thanked AB and NL for the report and opened for questions.

The Committee discussed the difference with Public Health Wales’s recruitment and labour markets compared to other Health Boards the unique workforce challenges such as recruiting consultants which was recognised by Audit Wales. Planning had begun to reduce the need to use consultants within Public Health Wales, particularly in North Wales.

The timescales for implementation were discussed and the need to ensure that the targets also allowed for them to be delivered effectively. NL agreed to review the timescales to ensure they were deliverable.

**Action: NL**

The Committee also discussed that other systems would likely be required to support workforce management and considered the potential use of Artificial Intelligence (AI) in managing workforce capacity.

It was also suggested that examples of excellent practice, such as engagement with staff networks and promotion from within, should be highlighted.

The Committee **noted** the Audit Wales Workforce Planning Report, and that that the implementation of the recommendations would be reported the Committee as part of the Audit Recommendations Tracker on a quarterly basis.

**PODC 3.2/  
2024.02.06**

**Trade Union Partnership Working Forums -  
Update**

The Committee considered a verbal update on Trade Union Partnership Working Forums; LD provided an update summarising the activity within the Trade Union (TU) Partnership working forums since the previous Committee meeting.

A meeting of the Local Partnership Forum (LPF) had taken place on 17 January 2024; this had been re-scheduled from 12 December 2023. At this meeting, an update was provided on the ongoing work to embed the Speaking Up Safely Framework and were invited to provide their feedback on the supporting Protocol. They also considered an update on the work to confirm the organisational position on agile working, Work How it Works Best, and were thanked for their input to the new policy and updated toolkit.

LD noted that the Staff-side Committee Terms of reference remained outstanding, and that details were expected for the new Full Time Officer for Unite. TU colleagues had committed to address and update the Terms of Reference, with a considered deadline of 31 March 2024; KF would follow up with TUs to confirm.

The Flexible working and Redeployment Policies were also considered by the LPF; no further comments were received.

The Committee suggested that it could be useful for a written report of discussions that occur Trade Union Partnership Working Forums.

**Action: LD**

CB, who had attended the LPF, noted that the issue of lack of progress with key pieces of work. She highlighted the enthusiasm from the Members present to work together to move forward with this work.

MM queried the TU representatives on Board Committees; LB noted that there were currently TU Representative vacancies on Public Health Wales Committees and agreed to discuss with PV to progress filling these.

**Action: LB/PV**

The Committee **noted** the verbal update provided in relation to recent Trade Union Partnership Working Forum discussions.

**PODC 3.3/  
2024.02.06 – 14:34**

**Performance Assurance Dashboard/Workforce**

The Committee considered the Performance Assurance Workforce Dashboard.

JOB presented the dashboard using data up to end of December 2023; data was currently being refreshed to include January 2024.

JOB highlighted that Public Health Wales's sickness numbers had returned to pre-COVID levels, however there were higher levels found within Health Protection and Screening services (HPSS), areas that were largely workplace based compared with other directorates who mainly worked from home.

There was extra complexity of many HPSS roles being patient facing, as well as factors such as the impact of workplace environments. The Committee remarked that the overall sickness level was still reasonably low when compared to other organisations, however absences recorded under 'other known causes – not elsewhere identified' had increased and that the cause of this would be investigated as it did not provide usable information.

The Committee were advised that the exit interview process was being revised to help capture more accurate information as the most common reason for staff leaving was listed as 'other- not known' which was not useful data.

KM shared an overview on Statutory and mandatory training compliance data and My Contribution data. KM highlighted that Public Health Wales remained above the Welsh Government target for Statutory and Mandatory training, however Appraisal reporting compliance was below the Welsh Government target. To address this, leading with impact workshops and My Contribution toolkit reviews had been set up to support managers with information and help with recording My Contribution reviews. Additional discussions were undertaken with HPSS teams to understand what the barriers were.

The Committee **took assurance** from the information contained within the Dashboards.

**PODC 3.4/  
 2024.02.06**

**My Contribution Compliance: Health  
 Protection and Screening Services**

MB gave presentation on appraisal compliance in HPSS between 1 February 2023 and 31 January 2024.

MB highlighted an overall increase in HPSS appraisal compliance whilst certain teams were facing issues with compliance. Lower compliance teams reported facing issues on this, such as high numbers of direct reports for managers, staff members with dual assignments and a scope to improve confidence and knowledge on how to complete.

The Committee reflected that teams with lower compliance levels were those that were still under pressure to recover following COVID, and discussed whether this was due to capacity or needing further support to complete.

The Committee considered solutions such as increased support to managers, addressing organisational issues, offering/promoting training ESR sessions and group appraisals.

MB agreed to provide an in-depth review of this item at the next Committee meeting.

**Action: MB**

**PODC 3.5/  
 2024.02.06**

**Managing Risk**

CB provided an update the Committee on the recent updates to the Strategic and Corporate Risk Registers, which had been presented to the Board in January as part of a deep dive. This review had included revision to the reporting Committee for 2 of the Strategic Risks; the Strategic Risks within this Committee's remit remained the same (SRR 4).

CB noted the work undertaken by the Leadership Team on the Corporate Risk Register to better understand operational risks across divisions and directorates.

NL confirmed that Risk 4 had been reviewed following feedback from the Audit Wales report and the terms of the risk descriptor and expected progress within Q2 has been updated.

The Committee discussed the need to ensure Executive and Director support for risks, highlighting the need to work collaboratively.

The Committee discussed the workforce implications within the Integrated Medium Term Plan (IMTP) and the need to ensure the IMPT was deliverable with the current workforce.

The Committee **considered** the Strategic Risks and took **assurance** on the management of Strategic and Corporate Risk within the organisation, within the remit of the Committee.

**PODC 3.6/  
2024.02.06**

**Anti Racism Action Plan Update**

RA provided the Committee with an update and assurance on progress on the Anti-Racism Wales Action Plan (ArWAP) and Workforce Race Equality Standard (WRES) action plan and the aim to address racism in Public Health Wales by 2030.

RA noted that meeting the ArWAP was embedded in the new Strategic Equality Plan that had been approved by the Board in January 2024; the action plan being developed from this.

The Committee highlighted the progress in gaining a gold level Cultural Compliance Award, and noted further work needed in other areas, such as the delay in the Welsh Government’s anti-racism training.

The Committee suggested discussing this with the Young Ambassadors Program to gain their insight and how they may help to champion this work.

**Action: RA**

The Committee took **assurance** on progress towards the Anti-racist Wales Action Plan and Workforce Race Equality Standard (WRES).

**PODC 3.7/  
2024.02.06**

**Welsh Language Update**

RA provided update on Welsh Language compliance within Public Health Wales.

RA updated the Committee on areas of progress, such as progression of the Web Estate transformation and work to embed a bilingual culture at Public Health Wales; feedback from across the organisation had indicated problems in recruiting Welsh language skills, and further work needed to improve access to translation services.

The Committee noted plans to address these issues by creating centralised translation support, including a central translation budget that would cover all directorates.

The Committee discussed how translations were prioritised, whether the budget was realistic and based on current need, and how the cost would be

managed. SB confirmed that the Finance division had been contacted about this and were analysing usage across all directorates to create a formula for the central budget.

The Committee was also informed of plans to purchase licences for Memrise software, which retained translations and would potentially reduce future need.

MM thanked SB for the report.

The Committee took **assurance** on where our weaknesses in compliance are and plan to address these; additionally they took **assurance** of the goals that we have set for the coming year.

**PODC 3.8/  
2024.02.06**

**Staff Networks - Update on Actions**

RA updated the Committee on the positive reception of Staff Network Chairs attending Board; six of the seven networks had presented to Board since September 2023 to update them on their work.

Work had begun to address the actions; a progress against each action had been provided as part of the update to the Committee. RA reassured the Committee that the People and Organisational Development Team would be meeting with the Staff Network Chairs to updated on progress with the delivery of actions.

The Committee agreed that if possible, actions should look to benefit multiple groups.

The Committee took **assurance** on progress with requests made to the Board by the Staff Diversity Networks to date.

**PODC 4/2024.02.06**

**Items for Approval**

**PODC 4.1/  
2024.02.06**

**Minutes, Action Log and Matters Arising of  
meeting (8 November 2023)**

The Committee **approved** the minutes of the meeting of 8 November 2023.

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

**PODC 4.2/  
2024.02.06**

**Policies for Approval**

The Committee considered the following policies for approval:

- Redeployment Policy
- (All Wales) Flexible Working Policy

LD informed the Committee that the Redeployment and Redundancy Policies had been combined to make information on these topics easier to find. This

Policy had been out for consultation in December 2023, and also to the Local Partnership Forum, where no further feedback was received. The Leadership Team had reviewed each Policy in detail and endorsed these to come to the Committee for approval.

Within the Redeployment Policy, the Committee discussed the reference to the requirement to have worked within the organisation for two years to qualify for redundancy payments. They also raised the risk of staff with less than two years of employment not having incentive to come forward for voluntary redundancy due to fewer rights to pay. NL confirmed that he was aware of the positioning on this and was content with the changes, but would reflect on the comment raised.

MM thanked both for the clear explanation of the process followed and took assurance from the level of engagement.

The Committee **approved** the following Policies and Procedures:

- Redeployment Policy
- (All Wales) Flexible Working Policy

**PODC 4.3/  
2024.02.06**

**Gender Pay Gap Annual Report**

RA provided the Committee with a summary on the findings of the Public Health Wales Gender Pay Gap Report 2022-23. The report covered data between 31 March 2023 and 31 March 2024 and had been reviewed by the Executive Team.

The Committee was informed of the requirement to publish gender pay gap data by 31 March and that ethnicity and disability pay gap data was also being published.

The Committee noted that the pay gap had not returned to pre-covid levels and that agreed actions on this would have a more significant strategic impact.

The Committee commented that data from the report showed that the pay gap of Public Health Wales was lower than other Health Boards, within the NHS specifically. The report suggested that this level was higher than the UK public sector; the Committee agreed that direct comparisons with other organisations was challenging and not straightforward to make direct correlations.

The Committee noted that the benefits of 'Work How It Works Best' may have had a positive impact on recruitment and suggested more could be done to highlight and promote this.



The Committee **approved** the report to then be translated and published by 31 March 2024 to comply with the Gender Pay Gap Reporting Regulations (2017).

**PODC 4.4/  
2024.02.06**

**Speaking Up Safely Protocol and All Wales  
Raising Concerns Policy**

LB provided an update to the Committee on the Public Health Wales Speaking Up Safely Protocol, the All Wales Raising Concerns Procedure, and progress against each of the actions against the Speaking Up Safely framework which went to Board in October 2023.

LB advised the Committee that as part of the Action Plan, it had been agreed that Public Health Wales would develop a protocol to translate the Speaking Up Safely Framework into a protocol to clearly outline how it would be implemented and embedded within Public Health Wales; this had been developed and was presented to the Committee for approval.

LB confirmed that the Protocol had been subject to wide consultation including the Local Partnership Forum and Trade Union groups as well as the Staff Networks.

Also attached for approval was the All Wales Raising Concerns Procedure which had been updated nationally to reflect the introduction of the Speaking Up Safely Framework.

The Committee noted the Protocol signposted to a number of different processes, and that the intention of this protocol was to ensure a consistent approach to how these different processes were managed.

LB advised that further support materials were being developed, including for managers, which would be available on an intranet page that was being developed.

The Committee

- **Considered** and **approved** the Public Health Wales Speaking Up Safely Protocol and the All Wales Raising Concerns Procedure;
- **Considered** the update provided and **took assurance** on the progress with the implementation of the actions within the Speaking Up Safely Action Plan.

**PODC 5/2024.02.06**

**Items to Note**

**PODC 5.1/  
2024.02.06**

**Committee Work Plan**

The Committee **noted** that the Work Plan was currently being developed for 2024/25 and would be circulated to the Committee in March.

**PODC 5.2/**

**Audit Reports**



<b>2024.02.06</b>	
None.	
<b>PODC 6/2024.02.06</b>	<b>Closing Administration</b>
<b>Date of next Committee meeting:</b>	
<b>Any Other Business</b>	
<p>KY highlighted the incoming Carers Leave Act legislation; she noted the work previously outlined to the Committee in this area. SB confirmed that work was underway to ensure compliance with the act, including the development of a Carers Policy.</p> <p>The Committee was asked to e-mail feedback on the meeting to LB.</p> <p>MM thanked everyone for their contributions and closed the meeting.</p>	
The meeting closed at 16:24.	

CONFIRMED