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Public Health  
Wales

**Unconfirmed Minutes of the Public Health Wales  
People and Organisational Development Committee  
Open Meeting 19 July 2023, 10:00  
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
Michelle Battlemuch	(MB)	Assistant Director of Operations, Executive Team (Representing AJ)
Liz Blayney	(LB)	Deputy Board Secretary and Board Governance Manager
Angela Cook	(AC)	Assistant Director of Quality Nursing and Allied Health Professionals
Liz Heath	(LH)	Staff side representative
Bethan Hopkins	(BH)	Audit Wales (Observer)
Neil Lewis	(NL)	Director of People and Organisational Development
Samantha Morgan	(SM)	Assistant Director of People Strategy, Insights and Service
Joe O'Brien	(JOB)	Workforce Systems and Analytics Lead
Paul Veysey	(PV)	Board Secretary and Head of Board Business Unit

**Apologies**

Rhiannon Beaumont-Wood	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals
Sarah Brewer	(SB)	Head of Employee Experience
Tracey Cooper	(TC)	Chief Executive
Rupinder Dogra	(RD)	Head of People and Organisational Development Partnering
Andrew Jones	(AJ)	Deputy Director of Health Protection and Screening Services

**Secretariat**

Andrew Morton	(AM)	Board Support Officer
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The meeting commenced at 10:00		
PODC 1/ 2023.07.19	Welcome, Introductions and apologies	
<p>The Chair opened the meeting welcomed all present, noting the apologies received.</p> <p>The Committee <b>noted</b> 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 8 November 2023.</p> <p>MM welcomed BH as an observer from Audit Wales to the meeting.</p>		
PODC 2/ 2023.07.19	Declarations of Interest	
<p>There were no declarations of interest in addition to those already declared on the Declarations of Interest Register.</p>		
PODC 3/ 2023.07.19	Items for Assurance	
PODC 3.1/ 2023.07.19	Deep Dive: Culture	
<p>NL introduced the item, and outlined the purpose of the item to consider culture, experience and operational effectiveness within the Organisation.</p> <p>RA gave a presentation which highlighted the Organisation’s commitment to the development of a positive culture at all levels within the Organisation. Culture was found in all three strategic priorities identified by the People and Organisational Development Directorate (Culture and Experience; Organisation Effectiveness; and Resources and Planning). Culture was described as the pattern of behaviour in the Organisation which was encouraged, discouraged or tolerated in the Organisation’s values and behaviours, symbols and its systems and processes.</p> <p>The People Strategy was developed in 2020 followed by a Culture Assessment in 2022 which was reflected in the IMTP commitments. A baseline assessment of the Organisation’s culture was obtained in February 2023 and the results (400 pages of data) were analysed and submitted to Board, Leadership Team, Trade Unions and Staff Networks.</p> <p>Key messages were identified and Directorate engagement had begun, which had identified areas where change was needed at Organisational level; at Directorate level; and at an individual level. Intranet content had been developed which included links to the Long Term Strategy.</p> <p>Nominations had been sought for members of staff to train as a cohort of accredited cultural advocates who would enliven, embed and activate the development of culture within the People Promise.</p>		
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Work had been planned through to 2026 when a reassessment would be undertaken. During 2023 workshops and staff surveys would run and an 'Ask Tracey, Culture Special' was planned in September 2023. In 2024, a new Strategic Equality Plan would be developed and published.

The Committee asked how the Cultural development of the Organisation could be promoted externally as well as internally. It was suggested that the process would begin with an examination of the Board's values and behaviours, which would contribute to an Organisation-wide review of the process. Culture would lead to a fully integrated approach, embedded across everything the Organisation did and it was the focus of a recent Board Development Meeting.

The Committee were advised that the Cultural values were imbedded in the Organisation were included in the Induction programme which, from September 2023, would be held as in-person events for the first time since before the Covid pandemic.

The Workshops described in the presentation would produce quantitative and qualitative impact results, which would drive the approach the Organisation adopted. The work already undertaken produced a good set of quantitative indicators for the Organisation and it was suggested the areas which produced qualitative indicators should be the areas to develop and to link these to the wider inclusion work planned by the People and Organisational Development Directorate. The Directorate proposed the development of further dashboards which would provide further assurance at future Committee meetings.

The Committee suggested the development of a repository for learning, which should include the work already developed by the Organisation. The observed results and would also facilitate a 'learning from excellence model' to build on for the future.

The Committee were assured that the promotion of Culture would be developed in every Division and Directorate. A forum concept had been proposed which would be presented to a future Business Executive Team meeting. Each forum would comprise leaders and managers who report to a director, where issues would be raised.

MM thanked RA and NL for the presentation.

**PODC 3.2/  
2023.07.19**

**Equality, Diversity and Inclusion Update**

NL introduced the item and outlined the purpose of the report and the strong connections to the previous item, 3.1. Improvements were noted in the declarations rates, however further improvement was still needed, and from across the organisation.

RA gave a presentation highlighting the progress update on the Equality, Diversity and Inclusion agenda for 2022/23. Two new staff networks were formed, Chaps Chat, our Men's Network and Ymlaen, our Welsh speakers network. The gender pay gap had reduced from 16.1% to 11.8%.

Further work was needed to improve declaration rates, and to better understand workforce representation. During the year an increase in the disabled workforce was observed however, the figure remained disproportionately lower than the percentage of disabled people within the population of Wales as a whole.

The Committee were encouraged to see the positive increases shown on the disclosure graph and felt that this was an indicator of trust staff had with the Organisation.

The Committee asked about equality concerns with different communities across Wales, it was perceived that cultural or ethnic barriers existed which hindered the provision of services to those communities. It was thought essential for the Organisation to learn, to understand and to deliver effective services for the whole population of Wales.

The Committee acknowledged the work towards encouraging younger people to join the Organisation, and the development of coaching and mentoring within the Organisation; the Committee agreed that Career Progression should be a focus area to develop further.

The Committee was asked how the low numbers of Grievance rates recorded could be reported to the Committee without individual cases being identified. NL assured the Committee that discussions at Executive level ensured that any trends would be identified and remedial action taken, and this would also be reported to the Board Chair on a regular basis. NL agreed to advise the Committee of the grievance figures at the November meeting of the Committee.

**Action: NL**

The Committee suggested that further thought be given on how the Organisation could address the specific EDI issues for those front line staff / service delivery. NL agreed, and explained this was being considered by the Executive Team at a strategic level.

The Committee considered the importance of learning from key events which would allow areas for improvement to be made, such as Learning Disability Week, Carers' Week. The Organisation could build on information obtained during these events to demonstrate it was an Organisation which looked to support and develop its staff.

The Committee were informed that the work with Arden University had been delayed, and the results and a presentation would be brought to the January 2024 meeting of the Committee.

**Action: NL**

The Committee took **assurance** the work that has been undertaken to progress the Diversity and Inclusion agenda in Public Health Wales.

**PODC 3.3  
2023.07.19**

**Trade Union Partnership Working Forums - Update**

SM presented the annual report of the Local Partnership Forum. The focus had been on strategic issues, with an additional forum formed to look specifically at operational issues. Links had been made to the work of the Organisation in culture, employee value proposition and the forum had been crucial in driving that work forward.

A workplan was developed to ensure that all aspects of work going forward aligned throughout the Organisation. Work towards strengthening the Organisation's approach to Organisational change had been developed within the Forum and toolkits had been developed which allowed evaluation of these changes by staff at all levels.

Changes made during the year and ratified by the Board included an alignment of Terms of References; further work would be undertaken by Staffside representatives to allow full alignment to the new working arrangements in September 2023.

The Committee were assured that that the Organisation was committed to ensure that all members of staff were represented on each of the forums and supported the Staffside representatives fully to meet this objective and the Committee were pleased to see that clarification regarding expected attendance had been provided and the improvement in representation was observed in all recent meetings.

**PODC 3.4/  
2023.07.19**

**Welsh Language Complaints**

RA presented a paper which detailed two complaints made in April and May 2023.

The Organisation continued to embed the requirement for the provision of the Welsh Language in its work throughout the Organisation and this detail was provided in the Annual Welsh Language Report presented to the Committee at this meeting.

The Committee asked for clarification regarding the arrangement for hosting organisations. RA confirmed that one complaint was raised as a result of actions of an employee of a hosted organisation, however, the complaint was raised against Public Health Wales as the hosting body. It was suggested that a framework should be in place with all hosted bodies to ensure that compliance with Public Health Wales policies and procedures.

The Committee suggested that Welsh Language Standards were related with policies to emphasise the importance of the Standards and to include a Welsh Language training day which detailed the Standard. This would further demonstrate the Organisation's commitment to the use of the Welsh language at work.

An important area of work to focus on was the assessment of when a position in the Organisation required an employee to speak Welsh fluently.

The Committee acknowledged some staffing issues in the previous year which and the actions undertake to address this to ensure these matters were addressed from the report. The Committee noted that there were actions to address issues with the Organisation's Welsh language websites. NL explained that a letter detailing work which had already been undertaken and the ongoing work within the Organisation to comply with this legislation would be submitted to the Welsh Language Commissioner's Office before the 9 September deadline.

The Committee noted that further work was required to explore how hosted bodies were providing assurance on their compliance with the Welsh Language Standards. PV advised that the end of year assurance report from Hosted bodies (reported to the Audit and Corporate Governance Committee) would summarise relevant compliance.

The Organisation would expect the provision of an Accountability Statement from the Hosted Body regarding their service provision.

The Committee **noted** for information the current position with regard to the Welsh language complaints recently received.

<b>PODC 3.5/ 2023.07.19</b>	<b>Break</b>
<b>PODC 3.6/ 2023.07.19</b>	<b>Performance Assurance Dashboard</b>

JOB gave a presentation detailing high level information arising from Organisational Change within the Organisation and reviewed the Performance and Assurance Dashboard.

In summary, JOB highlighted the following:

- The Performance Assurance Dashboard showed average sickness rates within the time period and a stable workforce and staff turnover figures which were within national guidelines.
- An 'Additional Indicator Dashboard' was shown which showed new data regarding Time to Hire; Statutory and Mandatory Training and Appraisals.
- JOB detailed the future development of, and additions to the Dashboard and asked that suggestions and improvements to the Dashboards were e-mailed.
- Dashboards currently under development cover the areas of People and Organisational Development People Support Query Analysis; Change Programmes; Starters and Leavers; TRAC Equal Opportunities Data; Workforce Planning; IMTP Workplan and KPIs.
- The End of Year review showed a stable Workforce, the dip in September was due to the transfer of staff to Local Public Health Teams.
- Staff sickness had fallen to below 3% and work was underway to equate this falling rate to the introduction of Work How Work Works Best.
- Fluctuations in the compliance trends of the Statutory and Mandatory Training Dashboard were related to the inclusion of additional courses in October 2022. The Statutory and Mandatory compliance rates had exceeded the national target of 85% compliance of both core and extended courses.
- Recording appraisal compliance within ESR was challenging, and work was underway with the All-Wales ESR Network to investigate improvements in recording activity in this area. However, it was observed that a decline in compliance was recorded at the time a pay progression was implemented in October 2022.
- The increased recording of protected characteristic data within ESR allowed greater understanding of the workforce, further increases in recording data would allow management to further support the whole workforce.

JOB addressed an action from a previous meeting regarding the breakdown of leavers' data. The previous years data indicated a slightly higher number of males leaving the Organisation compared to the current workforce, and the males aged 21 to 25 are the third highest group of leavers (comprising 6% of current workforce) in the period. The 36 to 40 and 46 to 50 age groups comprise 13% of the workforce, and the number of leavers from these groups are much lower. The figures represent a snapshot, and the figures were better represented by data currently under development by the People and Organisational Development Directorate in collaboration with Arden University.

MM thanked JOB for the summary, and invited questions from the Committee.

The Committee asked what the highest level of recorded sickness rate was, and if the sickness rates correlated with low compliance to Manual Handling training. The most common cause of sickness was recorded as anxiety, stress and depression which had recently overtaken infectious chest and respiratory diseases. Muscular and skeletal problems were also near the top of the list and JOB and AC agreed to meet to discuss these figures further.

**Action: AC and JOB**

The Committee queried the higher percentage of leavers in the younger age groups mentioned in the presentation, and the reasons behind this data. The Committee suggested that this was an area for further development and discussion with this demographic, to understand the reasoning, and the potential links to career progression.

The Committee then discussed the data on the older age bracket leaving the organisation. JOB explained that the development of the data would be an invaluable tool to help the Organisation assess the needs of the individuals in these age brackets.

The Committee suggested that a change in the recording of appraisal dates in ESR should be recorded every six months which would bring it into line with the Organisation's policy.

**Action: JOB**

The Committee discussed the need to correctly capture the scale of Organisational Change. NL explained to the Committee that all Organisational Change was planned and fully managed to ensure accurate costings and that capacity was assured.

**PODC 3.7/  
2023.07.19**

**Managing Risk**

The Committee received and considered the revised Strategic Risk Register. AC informed the Committee that the 2022-2023 Risk Register was being closed and a revised Risk Register would be presented to the next Board Meeting and the Revised Register would be presented to the Committee at its next meeting in November.

The Committee were reminded that the process of managing Corporate Risks was with the Business Executive Team and the Leadership Team and the Corporate Risk Register would come to the Committee quarterly for information and assurance.

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 were being managed appropriately

**PODC 4/  
2023.07.19**

### **Items for Approval**

**PODC 4.1/  
2023.07.19**

### **Minutes, Action Log and Matters Arising of 18 April 2023**

The Committee **approved** the English and Welsh minutes of the meeting held on 18 April 2023, subject to the addition of a comment made at Committee regarding completion of the survey by workplace based staff. LB agreed to liaise with LH to confirm appropriate wording.

#### **Action LB/LH**

The Committee considered the Action Log.

The Committee noted that there were two policies referenced on the action log from March, where the Trade Union colleagues had requested additional time to discuss. The Committee were concerned at the length of time to secure these comments, as the Committee approved these policies back in March. LB advised that there were in progress and would be completed within the next month, prior to the next Committee.

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

**PODC 4/  
2023.07.19**

### **Welsh Language Annual Report**

The Welsh Language Report had not been included in the meeting papers due to an administrative error, the Committee were asked to send comments to NL concerning the Welsh Language Annual Report by 26 July 2023.

The Welsh Language Commissioner asked that the Clinical Consultation Plan was published as soon as possible. A meeting was planned in September to review the work and the completed Plan would be presented to the Committee at the November meeting.

**PODC 5/  
2023.07.19**

### **Items to Note**

**PODC 5.1/  
2023.07.19**

### **Committee Workplan**

The Committee discussed the Anti Racism Plan and asked for clarification where the responsibility for managing the plan lay within the Organisation. The Committee asked for the item to be added to the Workplan for the November meeting.

**Action: LB**

The Committee **received** and **noted** the Committee Workplan.

**PODC 5.2/  
2023.07.19**

**Audit Reports**

There were no Audit Reports for the Committee to note.

The Committee received an update concerning the Workforce Planning Report. The report was being finalised by Audit Wales. BH informed the Committee she had been informed by her colleagues that the Audit Wales Workforce Planning Report should be sent to the Organisation within the next seven days.

**PODC 6/  
2023.07.19**

**Closing Administration**

Any other business.

The Committee asked for an assurance that the Work How Work Works Best initiative was progressing well.

Assurance was given that the results of the Quarter 4 survey were currently undergoing evaluation and the Organisation was mindful that Work How Work Works Best did not just mean working from home, it meant the adoption of new policies and procedures for staff where work could only be work place based. The Committee asked for an update at the next meeting.

**Action: NL**

The Committee was asked to send any feedback regarding the meeting to LB by e-mail.

Date of next meeting: **8 November 2023**

*The meeting closed at 12:22*