

**Confirmed Minutes of the Public Health Wales  
People and Organisational Development Committee Meeting  
29 April 2025 at 12:30, in 3.3 CQ2 and via Microsoft Teams**

<b>Present:</b>		
Kate Young	(KY)	Committee Chair and Non-Executive Director (Third Sector)
Tamsin Ramasut	(TR)	Non-Executive Director (Equality and Diversity)
<b>In Attendance:</b>		
Rachel Attwood	(RA)	Deputy Director of People and Organisational Development
Michelle Battlemuch	(MB)	Assistant Director of Operations, Health Protection and Screening Services
Liz Blayney	(LB)	Deputy Board Secretary and Deputy Head of Board Business Unit
Lucy Day	(LD)	Business Manager
Danielle Gething	(DG)	Head of Risk Management (for items 4 and 5)
Ffion Grundy	(FG)	Equality Diversity and Inclusion Manager
Neil Lewis	(NL)	Director of People and Organisational Development
Stuart Silcox	(SS)	Assistant Director of Integrated Governance
Paul Veysey	(PV)	Board Secretary and Head of Board Business Unit
Rhiannon Windsor	(RW)	Deputy Director of People & OD (NHS Executive) (for item 11)
<b>Apologies</b>		
Claire Birchall	(CB)	Executive Director – Quality and Nursing
Pippa Britton	(PB)	Chair
Tracey Cooper	(TC)	Chief Executive
Liz Heath	(LH)	Staff side representative
Clare Jenkins	(CJ)	Non-Executive Director and Vice Chair of the Board
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 12:30		

<b>Part A</b>	
<b>PODC 1/2025.04.29</b>	<b>Welcome and Apologies for Absence</b>
<p>KY opened the meeting and welcomed all present, noting that the meeting was held electronically and in person at CQ2.</p> <p>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 on 16 July 2025.</p> <p>The apologies for absence received were <b>noted</b>.</p>	
<b>PODC 1.1/2025.04.29</b>	<b>Declarations of Interest</b>
<p>There were no declarations of interest in addition to those already declared on the Declarations of Interest Register.</p>	
<b>PODC 1.2/ 2025.04.29</b>	<b>Minutes, Action Log and Matters Arising of meeting (09 July 2024)</b>
<p>The Committee <b>approved</b> the minutes of the meeting of 17 February 2025.</p> <p>The Committee <b>approved</b> the Action Log.</p>	
<b>In Focus / Deep Dive</b>	
<b>PODC 2/ 2025.04.29</b>	<b>People and OD IMTP commitments for 2025-26</b>
<p>RA gave a presentation on the People and Organisational Development intermediate term plan (IMTP) commitments for 2025-26.</p> <p>RA noted that the commitments would be used to deliver the Long Term Strategy, People Strategy and Strategic Quality commitments.</p> <p>RA highlighted the key areas of focus for the 3-year IMTP period (2025 – 2028) which would be agreed annually with Welsh Government:</p> <ul style="list-style-type: none"> <li>• The development of a staff experience roadmap to improve wellbeing, career progression and diversity. This would use the staff survey and pulse culture survey to focus on point for improvement</li> <li>• The development of the People Strategy refresh and 2035 implementation plan. RA noted that the final version of the strategy would be submitted to the Board for approval in May 2025, with the implementation plan completed by the end of quarter three.</li> <li>• The development of a performance management approach to focus on compassionate and inclusive leadership and improving staff engagement. This would include the consideration of alternative approaches to the appraisal system.</li> <li>• Develop and establish a programme to increase leadership and management skills, in order to create an environment to help staff thrive and to support the delivery of the Duty of Quality and the Wellbeing of Future Generations Act. This</li> </ul>	

included the placements within the Leadership and Management Academy, and the development of a bespoke 360 feedback tool based around the behavioural framework. A training programme had been developed for Executives and those who report to them to develop leadership skills.

- The aim to establish a vision for succession planning and talent management. This would include:
  - Widening access through apprenticeships and work experience
  - Improving flexible working practices
  - Strengthening relationships with academic organisations
- The aim to establish Job Families Public Health Wales by investment into career progression and to attract/retain required skills.
- To develop a strategic workforce plan that would be integrated with the annual planning process, and would allow for greater understanding of capacity and resource allocation.

The Committee discussed the following points:

- Were the key areas for development clear at this stage – RA gave assurance that service user survey feedback and intranet engagement data had given informative insights into what users need most and how best to engage with people in the future.
- What the plans around diversity looking to achieve – RA noted that Public Health Wales would look to be representative of the population of Wales from an organisational level, but that it had been agreed with the Business Executive Team that there would also be directorate level diversity objectives introduced.
- NL noted the work undertaken into the Improvement Hub and its expected impact on the work into the implementation of changes.
- That for future discussions on this item a visual representation of the reported changes would assist in highlighting the progress made in the noted areas.
- The work on Job Families should include consideration on how to encourage people with various educational backgrounds and experiences to apply for jobs within Public Health Wales. It was noted that this should include young people at the beginning of their careers alongside school and apprenticeship ages, and that upskilling future generations was important. NL noted that discussions were scheduled with SS and colleagues to address this as a key area of focus.

KY thanked RA for the presentation, and the wider People and Organisational Development team for their work in this space.

The Committee took **assurance** on the planning for the implementation of the key People and OD deliverables within the IMTP for 2025/26

### Workforce and Workforce Planning

PODC 3/  
2025.04.29

### Organisational Change Management Update

NL provided an overview of the report which summarised the progress of the strategic change programme, and included progress of tier one and two programmes.

NL suggested that a future meeting could include an update on the programmes with colleagues from the Programme Management Office to cover them in greater detail.

NL highlighted the key points of the report:

- Digital Health Protection - awaiting on Welsh Government approval before it could proceed.
- Web Transformation – good progress had been made but delays in content migration and the need for the content to be reviewed meant more time was required.
- Newborn screening – progress had been made, and funding had been secured for a project manager in this space.
- NHS Executive – the new NHS Executive Deputy Director of People & Organisational Development would join the meeting for an item later on the agenda to provide assurance on this.
- Records management – a learning exercise was currently being undertaken

The Committee discussed that there needed to be greater clarity that information contained in the report was a fixed summary instead of a live document, and that the timelines included were not aligned with the current expected timelines of the programmes. NL also noted that this report would be discussed with colleagues out of meeting to discuss how the included information could be presented with a greater people centred focus.

**Action: NL**

The Committee agreed to take **assurance** on the information provided.

### Managing Risk

**PODC 4/  
2025.04.29**

### Strategic Risk Register (Risk 4)

SS provided an update on the management position of strategic risk 4 as of the 1 February 2025.

SS noted the work undertaken to complete a refresh of the Strategic Risk Register using the Integrated Medium Term Plan and directorate Routemaps, in order to focus risks and manage them more effectively. The new register and a completed risk assessment would be completed for submission to the July 2025 committee meeting.

SS highlighted key points from the report:

- Two newly identified Strategic Risks
- Risks one, two and three had been amalgamated into the new Strategic Risk One.
- Strategic Risk Two would now be under the remit of this Committee which provided a clearer explanation of the risk. SS noted that they would work with NL and their team to complete a full risk assessment and to mitigate actions and controls before the July Committee meeting.
- There was no change in the scoring for Strategic Risk 4.

KY thanked SS for the update and gave praise of the layout of the papers submitted.

TR highlighted that the new Strategic Risk 3 contained mentions about specialist workforce and questioned whether this risk should also be under the Committee's remit. SS agreed to take this question away and discuss with NL/PV out of meeting.

NL noted that the date for completion of the people strategy refresh was moved back in order for some additional engagement work around it to be completed, and would be presented to the Executive Team before being presented at the May Board meeting for approval.

The Committee questioned if the score of Risk 4 was decreasing. SS noted that the score for this risk had remained the same, and that Strategic Risk scores can take time to move even after actions had been taken. SS also noted that the actions and controls of the Corporate Risk associated with Strategic Risk 4 would need to be assessed and rearticulated by the Leadership Team in order to help improve the Strategic Risk score. NL highlighted that a pulse survey was being undertaken in June to assess whether the actions put in place from previous staff survey results were positively affecting the risk score.

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

**PODC 5/  
2025.04.29**

### Corporate Risk Register

SS provided an update on the Corporate Risk register and noted that it would be reviewed by the Leadership Team in its current draft position on 30 April, before submission to the May Board meeting.

SS highlighted key points from the report:

- A deep dive into the Corporate Risk Register was undertaken at the March Leadership Team deep dive meeting.
- Risk 1541 – this was on target to complete by the end of August 2025.
- Risk 1596 – Leadership Team felt that the articulation of this risk needed to be updated, and would be the focus of a future Leadership Team deep dive to look into the risk and its controls and actions.

The Committee questioned whether risk 1596 left Public Health Wales vulnerable and how much impact could be made in reducing it. SS noted that processes and operational elements such as workforce planning could assist in reducing the risk impact, and NL highlighted the work undertaken in workforce planning to identify skill gaps and link in with colleges and universities.

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

### Governance, Accountability and Risk

**PODC 6/  
2025.04.29**

### Bi-Annual Corporate Policies Update

LB provided an update on the review status of policies and procedures under the remit of the People and Organisational Development Committee.

LB noted that only 2% of the policies/procedures under Public Health Wales's control were due for review

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

**PODC 7/  
 2025.04.29**

**Committee Review 2024/25 and Forward Plan 2025/26**

LB provided an overview of the Committee review papers for approval and recommendation to Board.

The report covered the:

- Committee effectiveness review 2024/25
- 2025/26 Committee Workplan
- Committee Terms of Reference – this included an added reference to the NHS Executive, but no other proposed changes

KY noted the scope of the work covered by committee over 2024/25, and thanked the Board and Committee support team for their work to run the Committee effectively.

The Committee:

- **Considered** the summary of the review of Committee effectiveness and **noted** that the Cross Committee Chairs Group will review progress with the implementation of the actions and next steps during 2025/26.
- **Recommended** the Committee Effectiveness Review Summary to the Board for assurance that the Committees have an effective system of review and continuous improvements in place.
- **Approved** the Committee Workplan for 2025/26 and **recommended** the plan to the Board in May for assurance that the Committee is has the appropriate plan in place for 2025/26 to fulfil its terms of reference.
- **Considered** the proposed changes and recommend the proposed revised version of the Committees Terms of Reference to the Board for approval in May 2025, and **noted** that there are no proposed changes to the Standard Committee Terms of Reference and operating procedures

**Partnerships and Engagement**

**PODC  
 8/2025.04.29**

**Staff Network: Update on Actions**

NL provided an update on the progress made with Staff Diversity Network requests to the Board.

NL highlighted key points from the report:

- The progress made against the asks made by the Network and the positive impact of them on the organisation

- The majority of requests were on track for completion, with a few that were awaiting actions to be completed.

NL thanked staff network chairs for their work and attendance at network meetings. FG noted the positive impact of the safe spaces of networks on culture and staff wellbeing.

The Committee gave praise for the progress made in this area, and KY noted whether the work of the networks could be included in the staff conference to highlight their work. FG noted that alongside network booths, discussions had been undertaken on how the networks could be actively promoted at the conference.

The Committee also questioned if there was support for those in ethnic minority apprenticeships to move into the organisation after they had been completed. FG noted that this would be considered alongside a project to deliver workshops and interview skills to promote inclusivity.

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

**PODC  
9/2025.04.29**

**Local Partnership Forum Annual Report**

NL provided an overview of the Local Partnership Forum covering the period of 1 April 2024 to 31 March 2025.

NL noted that regular meetings had taken place, and that significant progress had been made in discussions and actions around key topics.

NL also noted that UNISON remained outside of the staff side committee, but that as part of the next steps (including an election on the 21 May) they would look to return to the committee.

The Committee received the update and annual report for information and **took assurance** on the information contained.

**For Information**

**PODC  
9/2025.04.29**

**Items to Note**

**PODC 9.1/  
2025.04.29**

**Workforce Equality, Diversity and Inclusion**

None.

**PODC 9.2/  
2025.04.29**

**Workforce and Workforce Planning**

- **Insight Report Month 12 - Workforce only**

The Committee **noted** the Insight report workforce extract for information.

**PODC 9.3/  
2025.04.29**

**Partnerships and Engagement**

None

<b>PODC 9.4/ 2025.04.29</b>	<b>Governance, Accountability and Risk</b>
None	
<b>PODC 11/2025.04.29</b>	<b>NHS Executive</b>
<p>KY welcomed RW to the meeting and congratulated them on their new role within the NHS Executive.</p> <p>RW provided a summary of the NHS Executive report which covered the Equality, Diversity and Inclusion and Welsh language reported concerns and grievances, and plans around workforce, up to the period of March 2025.</p> <p>RW highlighted key points from the report:</p> <ul style="list-style-type: none"> <li>• Recent development of a values and behaviour framework, with the aim to embed this across the executive functions alongside the annual staff survey results.</li> <li>• Four grievances were raised during the reporting period, all of which had been concluded and debrief meetings had taken place to capture learning.</li> <li>• No concerns were raised during the reporting period.</li> <li>• A review of workforce planning had been completed which reflected immediate requirements and noted the commitment to develop and implement an organisational design programme over the next twelve months.</li> </ul> <p>The Committee thanked RW for the update and noted the scope of the work undertaken.</p> <p>The Committee highlighted that there were no actions listed to address the ethnic minority figure within the Executive. RW noted this and gave assurance that this would be included as part of ongoing plans around staff recruitment.</p> <p>The Committee agreed to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the contents of this report and receive assurance that effective arrangements are in place</li> <li>• <b>Take assurance</b> that there are effective arrangements in place to ensure compliance with Equality, Diversity and Inclusion requirements</li> <li>• <b>Take assurance</b> that there are effective arrangements in place to ensure compliance with Welsh Language requirements</li> <li>• <b>Take assurance</b> that any areas of non-compliance are being appropriately managed.</li> <li>• <b>Note</b> that there have been no concerns reported to the NHS Executive during the reporting period</li> <li>• <b>Note</b> that there have been four Grievances reported to the NHS Executive during the reporting period</li> <li>• <b>Take assurance</b> that these have been appropriately managed in line with PHW processes</li> </ul> <p><b>Take assurance</b> that the NHS Executive has an appropriate process in place to undertake workforce planning</p>	

<b>PODC</b> <b>12/2025.04.29</b>	<b>Closing Administration</b>
<p>The Committee was asked to e-mail feedback on the meeting to the Board Business Unit.</p> <p>KY thanked everyone for their contributions and closed the meeting.</p> <p>Date of next Committee meeting: 16 July 2025.</p>	
<p>The meeting closed at 14:57</p>	

CONFIRMED