Confirmed Minutes of the Public Health Wales
People and Organisational Development Committee Meeting
16 July 2026 at 10:00, in 3.2 CQ2 and via Microsoft Teams

Present:		
Tamsin Ramasut	(TR)	Committee Chair and Non-Executive Director (Equality and Diversity)
Kate Young	(KY)	Non-Executive Director (Third Sector)
Huw David	(HD)	Non-Executive Director (Local Government)
In Attendance:		
Michelle Battlemuch	(MB)	Assistant Director of Operations, Health Protection and Screening Services
Claire Birchall	(CB)	Executive Director of Nursing, Quality and Integrated Governance
Liz Blayney	(LB)	Deputy Board Secretary and Deputy Head of Board Business Unit
Barbara Busby	(BB)	Strategic Advisor (for item 4)
Danielle Gething	(DG)	Head of Risk Management (for items 2 and 3)
Ffion Grundy	(FG)	Equality, Diversity and Inclusion Manager (for item 5)
Tim Hooper	(TH)	Strategic Programmes Lead (for item 6)
Sian Jones	(SJ)	Welsh Language Manager (for item 7)
Neil Lewis	(NL)	Director of People and Organisational Development
Charlotte Norman	(CN)	Head of People & OD Partnering (for items 4 and 6)
Emma Thomas	(ET)	Staff side representative
Paul Veysey	(PV)	Board Secretary and Head of Board Business Unit
Apologies		
Rachel Attwood	(RA)	Deputy Director of People and Organisational Development
Pippa Britton	(PB)	Chair of the Board
Tracey Cooper	(TC)	Chief Executive
Lucy Day	(LD)	Business Manager
Liz Heath	(LH)	Staff side representative
Secretariat		
Ffion Lloyd	(FL)	Board Support Officer
The meeting commenced at 10:00		

VERIFIED

PODC 1/2026.07.16	Welcome and Apologies for Absence

TR opened the meeting and welcomed all present, noting that the meeting was held electronically and in person at CQ2.

The Committee **noted** 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 15 October 2026.

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

PODC 1.1/2026.07.16	Declarations of Interest

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

PODC 1.2/ 2026.07.16	Minutes, Action Log and Matters Arising of meeting (20 January 2026)

The Committee **approved** the minutes of the meeting of 16 April 2026.

The Committee **approved** the closure of completed items on the action Log.

Managing Risk

PODC 2/ 2026.07.16	Strategic Risk Register (Risk 2)

DG provided an update on the management position of Strategic Risk 2.

CB noted that the planned deep dive into risk assurance would not be able to take place as the work had not yet been through the necessary approval process, but would be covered at the October meeting.

DG reported that Strategic Risk 2 had been subject to extensive discussion at Leadership Team and the Business Executive Team. She advised that work had been undertaken to strengthen alignment between the Strategic Risk Register and Corporate Risk Register, including consideration of overlaps with the emerging Strategic Risk 5. DG noted that the paper reflected the position as of 1 April 2026.

NL advised that a comprehensive review of the risk had been undertaken and suggested that a more detailed examination would be most beneficial once the revised risk had completed the approval process and could be considered in its updated form.

CB highlighted that the principal areas of relevance to the Committee were workforce planning and workforce capability. She explained that Strategic Risk 5 had historically focused on digital capacity, but that recent discussions had identified organisational capability to deliver change and transformation as the more significant issue. CB advised that work was therefore being undertaken to align the people, capability and change elements of the risk. She further noted that emerging concerns regarding organisational culture, behaviour, and Speaking Up Safely activity would be reflected within the revised assessment. CB indicated that there would likely be a recommendation to revisit the risk score.

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The Committee:

- Welcomed the update and noted that it addressed a number of concerns previously raised.
- Sought assurance regarding Strategic Risk 3 being out of tolerance, and noted that the Committee was often reviewing historic positions rather than the most current assessment.
    - PV explained that the timing issue arose from the requirement for strategic risks to progress through Executive governance before Committee scrutiny. He acknowledged the challenge this created and agreed that opportunities to improve alignment between governance cycles and committee timetables should be explored as part of future planning.
- Questioned how Strategic Risk 2 remained comfortably within appetite given the organisational challenges and issues that had emerged in recent months.
    - CB advised that that a recent review of Strategic Risk 2 had been undertaken following the issues raised around this risk and that the risk appetite score was likely to change, but that this would need to be considered by the Lead Exec and agreed through the Business Executive Team.
    - DG explained that the existing score reflected confidence in the controls and mitigating actions currently in place, and that the Risk Management Framework would allow more opportunity risks to be explored.
- Observed that the Committee frequently received reports on strategies, action plans and intended improvements, but had limited visibility of the impact being achieved. It was suggested that greater emphasis should be placed on demonstrating how identified issues were being addressed and how progress and improvement were being measured over time.
    - NL agreed that the organisational context had changed significantly and acknowledged the need to better evidence the impact of improvement activity. He advised that ongoing work relating to organisational culture and measurement would support a more robust assessment of outcomes in future.
    - CB suggested that future reports could more clearly articulate the relationship between strategic priorities, improvement activity and strategic risks, and proposed that the impact of actions or controls could be added to the reports' cover papers for transparency.
- BB advised that work was underway to develop a dashboard of leading indicators to support the monitoring of organisational culture. She highlighted the importance of identifying early warning signs and triangulating cultural indicators with workforce metrics and service performance measures.
- PV suggested that the Committee could consider undertaking a deep dive at the October meeting into Strategic Risk 2 to review how the risk had evolved, whether mitigations had proved effective, and whether the revised risk would better support the organisation in anticipating and managing future issues.
  Action: FL/DG

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The Committee took **assurance** on the management of Strategic Risk within the Organisation based on the verbal update provided.	
PODC 3/ 2026.07.16	**Corporate Risk Register**
DG provided an update on the Corporate Risk register, which reflected the position considered by Leadership Team on 18 June 2026. DG explained that significant discussion had subsequently taken place at Leadership Team, which had resulted in a number of amendments to the register that were not yet reflected in the papers provided to the Committee. DG confirmed that members would have sight of the revised Corporate Risk Register at the July Board meeting. DG advised that there were currently 11 corporate risks recorded on the register. She highlighted the inclusion of a new corporate risk relating to Public Health Wales's ability to deliver optimal and sustainable sexual health services to meet population requirements. The Committee noted that they were being asked to take assurance from the substantial work and discussions that had taken place beyond the contents of the paper itself. CB advised that the role of Leadership Team in reviewing and challenging corporate risks had strengthened significantly, and that Leadership Team discussions on the Corporate Risk Register had become increasingly detailed and focused. CB noted that clear ownership and accountability for risks through both Executive Directors and delegated Leadership Team leads represented a significant strengthening of organisational risk management arrangements. TR thanked DG for the update. The Committee took **assurance** on the management of corporate risks within the remit of the Committee based on the verbal update provided.	
Deep Dive	
PODC 4/ 2026.07.16	**Strategic Workforce Planning**
CN provided a deep dive presentation on Strategic Workforce Planning, which highlighted progress made in developing a more strategic and integrated approach to workforce planning across Public Health Wales. CN advised that the work had focused on three key areas: strategic alignment, integration and accountability. She explained that the existing workforce planning toolkit had been strengthened to improve alignment with organisational priorities, including consideration of areas such as digital transformation, climate change and Welsh language requirements. CN reported that greater integration had been established between workforce, service, financial and education planning, and that Executive Directors now held ownership of Directorate workforce plans alongside an overarching organisational workforce plan. CN highlighted key achievements and outcomes from the work, which included an improved understanding of workforce capabilities and future workforce risks, a single	

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organisational workforce planning framework, and developed recommendations for each area that would be monitored through dashboards and quarterly reviews.

CN outlined the key organisational priorities that had emerged from the planning process, which included building organisational resilience, strengthening leadership capability in change management, improving digital capability, and the implementation of a more consistent approach to succession planning and talent management.

CN reported that workforce planning capability had improved but further work was needed to strengthen long-term planning and horizon scanning. She noted that integration with the Integrated Medium Term Plan (IMTP) had improved alignment but could encourage short-term focus, therefore quarterly reviews and horizon-scanning activity were proposed. CN also highlighted risks relating to finance, capacity, siloed planning and alignment with Welsh Government priorities.

The Committee:

- Welcomed the progress made and noted the increased maturity of workforce planning arrangements.
- Sought clarity regarding measurement of progress, and how assurance would be provided to the Committee regarding delivery against the planned trajectory.
    - CN acknowledged that the approach remained at an early stage of development but advised that the introduction of dashboards, quarterly reporting and monitoring of agreed actions would enable the organisation to demonstrate progress over time. She noted the intention to develop greater visibility of the relationship between workforce planning activity, organisational capability and delivery of strategic priorities.
- Expressed concern regarding the presentation of organisational culture within the workforce planning priorities, and stressed the importance of ensuring that workforce planning remained clearly aligned to the organisation's cultural aims.
    - CN advised that workforce planning activity was intrinsically linked to the People Strategy, organisational design and culture agenda, and that these links could be more clearly articulated in future reporting.
    - BB reported that work was underway with Leadership Team and local teams to ensure that workforce planning reflected local contexts whilst supporting wider organisational ambitions, and highlighted ongoing work to ensure policies, processes and organisational structures aligned with the behaviours and culture the organisation wished to promote.
    - NL advised that significant progress had been made in the quality and depth of workforce planning discussions, and reported that Executive Directors and their senior management teams had been extensively challenged to consider long-term workforce requirements, emerging risks and future opportunities.
- Suggested that future reporting should include practical examples demonstrating how workforce planning had informed organisational decisions and changes, and emphasised the importance of ensuring that future risks were identified sufficiently early to enable effective mitigation.
    - MB noted that considerable progress had been made over the previous four years in developing workforce planning arrangements. She advised

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that workforce risks relating to specialist roles were already visible through existing risk management processes and that mitigations were actively being pursued
    - MB acknowledged that many managers continued to find long-term workforce planning challenging, and emphasised the importance of supporting managers to develop their strategic workforce planning capability.
- Discussed the importance of ensuring staff working closest to service delivery informed strategic workforce planning.
    - MB advised that operational staff regularly informed service developments, innovation and business cases, although arrangements varied across services. Managers were encouraged to review workforce requirements whenever vacancies arose, and to consider whether alternative workforce models were required.
    - NL agreed that workforce planning needed to be informed by operational experience and advised that the workforce had changed significantly in recent years. He highlighted the opportunities presented by digital transformation, data, and artificial intelligence, and acknowledged the need to demonstrate more clearly the impact and outcomes arising from workforce planning activity.
    - CN added that a number of Directorate workforce planning groups were already involving managers closer to service delivery in discussions and decision-making.
    - BB highlighted the increasing demands placed upon managers, and noted that expectations around workforce planning, culture, engagement and service delivery all required significant managerial capacity. She suggested that future work should consider whether management roles were appropriately designed to enable managers to undertake these responsibilities effectively.

TR thanked CN for the presentation.

The Committee took **assurance** of the progress made with Strategic Workforce Planning in 2025/26.

Partnerships and Engagement	
PODC 5/ 2026.07.16	**Staff Network: Update on Actions**

FG provided an update on progress made against requests raised by the Staff Diversity Networks with the Board between September 2023 and July 2024.

FG advised that the update focused on progress made against the remaining actions since the previous update at the April 2025 meeting. FG reported that the vast majority of actions had now been completed or substantially progressed, demonstrating the value of staff voice and partnership working between the Networks, Executive Sponsors and colleagues across the organisation and highlighted key achievements from each of the Networks.

FG advised that a small number of actions remained in progress, which included work to improve accessibility standards and guidance across the organisation, recruitment and

interview support for ethnic minority colleagues, and further development and expansion of mentoring initiatives. She noted that these activities would continue to be progressed through existing equality governance arrangements and the Strategic Equality Plan. FG further reported that approximately 36% of staff were now members of one or more Staff Networks, which demonstrated the continuing value and reach of the initiative.

TR welcomed the progress made and congratulated the Networks on their continued success and high levels of engagement. She noted the tangible outcomes that had been achieved, and sought clarification regarding whether any original requests remained outstanding. FG advised that no original requests remained unaddressed. She explained that some actions were ongoing because they formed part of broader organisational programmes of work, particularly in relation to accessibility and communications. FG confirmed that these actions continued to be progressed and monitored collaboratively across relevant teams.

The Committee:

- Queried how future requests from Staff Networks would be managed.
    - FG advised that whilst the original programme of requests had not formed part of a formal cyclical reporting process, future priorities and requests would ideally be incorporated within the Strategic Equality Plan. She explained that the Networks continued to identify new opportunities, concerns and areas for improvement through regular engagement with members, and highlighted the importance of continued support from Executive Sponsors, senior leaders and the Board.
- Recognised the important role that Staff Networks played in understanding staff experience and providing insight into issues affecting colleagues, and suggested that periodic updates would provide assurance that the feedback loop remained effective.
- Sought assurance regarding the accessibility and representativeness of the Networks, and asked whether participation was geographically and operationally representative and whether barriers existed for some staff groups.
    - FG advised that whilst detailed participation data by Directorate was not currently collected, barriers existed for some staff groups, particularly colleagues working in laboratory and screening services due to shift patterns and IT access limitations. She outlined a number of measures implemented to improve accessibility, which included varying meeting schedules and reinforcing organisational messages that staff should be supported to attend Network meetings as part of their working arrangements. FG noted that this remained an area of ongoing focus and improvement.
- Sought clarification regarding the support provided to Network Chairs and Co-Chairs, specifically whether protected time was formally allocated to undertake their responsibilities.
    - FG explained that Chairs undertook their Network responsibilities alongside their substantive roles, and therefore relied upon local agreement with line managers regarding time allocation. Whilst many managers were supportive, she acknowledged that consistency across the organisation varied, and that some Chairs had reported challenges in

securing sufficient time for the role. FG advised that this issue had recently been discussed at Leadership Forum, where there had been support for ensuring greater recognition of the contribution made by Network Chairs.
    - TR highlighted the work associated with chairing staff networks, and suggested that the organisation should consider whether more formal arrangements were required to recognise and support these responsibilities.
    - CB advised that she had encountered similar challenges through her sponsorship of the Women's Network and supported consideration of protected time.
- Questioned whether sufficient organisational capacity existed to support the wider Equality, Diversity and Inclusion (EDI) agenda references within corporate risk discussions.
    - CB advised that work on the organisation's wider equality approach was scheduled for consideration by the Business Executive Team in September, and suggested that, depending on the outcome of those discussions, a future update could be brought to a future Committee meeting.
- Highlighted the cross-committee nature of this work and the need to avoid the duplication of work.
    - CB suggested a joint meeting between the relevant Committees to review the action plan.

Action: LB/CB

TR thanked FG for the update, and requested that thanks and recognition be conveyed to Network Chairs, Co-Chairs and members for their continued commitment and contribution.

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

Workforce and Workforce Planning	
PODC 6/ 2026.07.16	**Organisational Change Management Update**

TH and CN provided an update on the Organisation's approach to change management and the current organisational change portfolio.

TH outlined the governance arrangements established to manage organisational change. He advised that these included the development of the organisational change portfolio, the establishment of a Change Board, strengthened programme and project management standards, and the development of Strategic Risk 5 to provide oversight of organisational capability. He reported that the Change Board provided regular scrutiny and assurance regarding programme delivery and organisational capacity.

TH noted that the portfolio covered a number of significant programmes, and advised that the portfolio remained dynamic, with programmes progressing through initiation, delivery and closure. TH noted that programmes had faced challenges such as workforce restructuring, recruitment, and skills development. He reflected on importance of engaging and supporting staff throughout change programmes to achieve successful outcomes.

CN outlined the organisational change dashboard used to monitor workforce-related change activity. CN reported that 41 change programmes had been monitored up to June 2026, including 17 programmes in pipeline, two planned, seven live and fifteen completed. CN highlighted the importance of ensuring that impact considerations were embedded from the earliest stages of programme design. CN noted there was a focus on working with the relevant business areas to ensure that sequencing and readiness were managed appropriately to avoid excessive pressure on staff or services.

The Committee:

- Sought clarification regarding the distinction between service improvement and service change, noting that even relatively small changes could have significant implications for service users. TH agreed that the distinction was not absolute and explained that the Organisation used the terminology primarily to differentiate between incremental improvement activity and major transformational programmes. He acknowledged that smaller changes could nevertheless have significant impacts on service users and therefore required effective engagement and communication.
- Sought assurance that staff engagement was embedded from the earliest stages of change programmes.
    - CN advised that organisational change guidance, toolkits and templates had been refreshed and strengthened to ensure that workforce engagement, communications and people considerations were incorporated proportionately within all programmes, including those not requiring formal consultation.
    - TH the importance of maintaining engagement over the lifetime of programmes, and advised that communication approaches needed to evolve throughout the delivery cycle to ensure staff continued to understand the purpose, impact and benefits of change.
- Sought clarification regarding how organisational change programmes were identified and progressed through governance processes.
    - TH advised that significant change activity was generally identified through the planning and IMTP process before being formally commissioned through the Change Board. He explained that change proposals were subject to scrutiny and assessment before entering the organisational change portfolio.
- Enquired about the role of Trade Union representatives in supporting Organisational change.
    - CN advised that engagement with Trade Union colleagues had strengthened significantly in recent years. She reported that the organisational change dashboard was used to provide early visibility of forthcoming activity and enable meaningful engagement before programmes became live, and noted that examples had emerged where feedback from staff representatives had directly influenced the design and implementation of change programmes.
    - ET acknowledged the significant improvements that had been made in partnership working and engagement arrangements, and advised that the primary challenge from a Trade Union perspective related to securing

sufficient representative capacity to support all ongoing change programmes.

- Sought assurance regarding the Organisational resources dedicated to supporting change management and questioned how managers and leaders were being equipped to lead change within their own areas
    - TH explained that dedicated programme management resources were provided through the Portfolio Management Office, supported by a team of programme managers and, where appropriate, external specialist expertise.
    - CN advised that development of change management capability had been identified as a key organisational priority through workforce planning activity and Strategic Risk 5. She reported that the organisation recognised the need to strengthen both business change and people change skills amongst managers and leaders and was developing training and support programmes accordingly.
    - TH added that work was underway to strengthen the capability of Senior Responsible Owners (SROs), alongside the operation of a programme and project management community of practice.
- Reflected that the Organisation needed to maintain a balance between innovation and organisational capacity. CB advised that learning from the current IMTP and baseline assessments had highlighted the need to focus on delivering agreed priorities effectively, rather than continually introducing additional work. The Staff Survey had also highlighted staff issues in regard to workload, stress, burnout and competing priorities.

TR thanked TH and CN for the presentation.

The Committee took **assurance** on the change portfolio and the management of change across the Organisation.

Equalities and Diversity

PODC 7/ 2026.07.16	**Welsh Language Annual Report (2024-25) and More Than Words Annual Report**

The Committee received the Welsh Language Standards Annual Report and the More Than Just Words Annual Update for the period 1 April 2025 to 31 March 2026.

SJ presented the reports which outlined Public Health Wales's compliance with the Welsh Language Standards and progress against Welsh Government's More Than Just Words five-year action plan (2022-2027).

SJ highlighted a number of key achievements during the reporting period, which included publication of the revised Internal Use of Welsh Policy, and the successful launch of the Help Me Quit mobile application, which had been developed with Welsh as the default language setting.

SJ outlined a number of priorities for the coming year. These included continuing to develop the recently launched corporate website, and support the introduction of the Health Siarad Scheme in partnership with the National Centre for Learning Welsh.

SJ noted additional priorities following feedback from the Welsh Language Commissioner's Office, which included:

- Strengthening collaboration with procurement colleagues to ensure third-party suppliers met Welsh Language Standards requirements, and to audit existing suppliers
- Supporting Welsh language responses to Freedom of Information requests.

TR sought assurance regarding the Organisation's ability to provide Welsh language services when requested by patients and service users, particularly in relation to screening services and direct clinical interactions. SJ advised that Public Health Wales had a duty to provide services through the medium of Welsh when requested, and reported that she was not aware of any cases where this had not been achieved. She explained that significant work was underway through the Clinical Consultation Plan to move beyond a reactive model, where Welsh language services were provided on request, towards a proactive model where services could routinely be offered in Welsh without requiring patients to ask. SJ acknowledged that achieving this ambition presented challenges, including workforce availability and technical system limitations, however services were actively working towards this objective.

TR thanked SJ for the update, and encouraged members to take advantage of opportunities to improve their own Welsh language skills.

The Committee **approved** the Welsh Language Standards Annual Report 2025-26 and More Than Just Words Annual Update.

Governance and Accountability	
PODC 8/2026.07.16	**Policies for Approval**

The All-Wales Flexible Working Policy was presented to the Committee for approval. The policy had been subject to the appropriate consultation and governance processes, including engagement with Trade Union colleagues, prior to submission for approval.

NL presented the policy and advised that the amendments reflected recent legislative and procedural updates rather than a change in policy intent. NL reaffirmed that Public Health Wales continued to support flexible working wherever reasonably possible and that all employees retained the right to request flexible working from the first day of employment.

NL also noted that work was underway at an all-Wales level to review workforce policies in a more coordinated manner. He advised that future committee agendas were therefore likely to include an increased number of all-Wales policies requiring approval, although many would involve only minor revisions, updates to review dates or legislative amendments rather than substantive policy changes.

The Committee **approved** the All-Wales Flexible Working Policy.

For Information	
PODC 9/2026.07.16	**Items to Note**
PODC 9.1/2026.07.16	**Performance and Insights Report - Workforce Extract**

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

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PODC 9.2/ 2026.07.16	**Audit Recommendations Tracker Update**
The Committee **noted** the extract from the Audit Recommendation Tracker.	
PODC 9.3/ 2026.07.16	**Committee Workplan**
The Committee noted the Committee workplan.	
PODC 16/2026.07.16	**Closing Administration**
TR thanked everyone for their contributions and closed the meeting. The Committee was asked to e-mail feedback on the meeting to the Board Business Unit. Date of next Committee meeting: 15 October 2026	
The meeting closed at 13:03	

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