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**Confirmed Minutes of the Public Health Wales  
People and Organisational Development Committee  
Open Meeting 12 January 2023, 13:30  
Venue: via Microsoft Teams**

<b>Present:</b>		
Mohammed Mehmet	(MM)	Committee Chair and Non-Executive Director (Local Authority)
Dyfed Edwards	(DE)	Non-Executive Director, and Chair of Audit and Corporate Governance Committee
Kate Young	(KY)	Non-Executive Director (Third Sector) Joined at 13:33, left at 15:55
<b>In Attendance:</b>		
Rachel Attwood	(RA)	Assistant Director Organisational Development and Engagement
Rhiannon Beaumont-Wood	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals. Joined at 14:14
Liz Blayney	(LB)	Acting Board Secretary and Head of Board Business Unit
Sarah Brewer	(SB)	Head of Employee Experience
Matthew Browne	(MB)	Strategic Resourcing and Workforce Planning Manager, People/Workforce/HR. Joined for item 4.2
Rupinder Dogra	(RD)	Head of People and Organisational Development Partnering
Abby Headford	(AH)	Observer
Liz Heath	(LH)	Staff side representative
Andrew Jones	(AJ)	Deputy Director of Health Protection and Screening Services. Left at 15:30
Angela Jones	(AJo)	Acting Director of Health and Well-being
Joe O'Brien	(JOB)	Workforce Systems and Analytics Lead Joined for item 4.2
Neil Lewis	(NL)	Director of People and Organisational Development

Samantha Morgan	(SM)	Assistant Director of People Strategy, Insights and Service
Reanne Reffell	(RR)	Acting Board Governance Manager
Jan Williams	(JW)	Board Chair
<b>Apologies</b>		
Tracey Cooper	(TC)	Chief Executive
Meng Khaw	(MK)	National Director of Screening and Health Protection Services, Executive Medical Director
<b>Secretariat</b>		
Andrew Morton	(AM)	Board Support Officer

*The meeting commenced at 13:30*

**PODC 1/2023.01.12 Welcome, Introductions and apologies**

The Chair opened the meeting and welcomed all present.

The Committee **noted** the apologies received.

The Committee **noted** that the meeting was recorded to support the accuracy of the minutes, the recording would be deleted once the minutes had been agreed at the following meeting in April 2023.

**PODC 2/2023.01.12 Declarations of Interest**

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

**PODC 3/2023.01.12 Items for Discussion**

**PODC 3.1/2023.01.12 Developing our Employee Value Proposition**

NL introduced the presentation on developing our Employee Value Proposition (EVP), highlighting its cross-organisation relevancy and the alignment with Strategic Risk 4, which aimed to address workforce challenges around the attraction, recruitment and retention of staff.

SM gave a presentation which highlighted three strategic objectives for the People and Organisational Development Directorate: excellent culture and experience for employees; optimal organisational effectiveness; and thorough business and process management. It was recognised that developing an EVP would support the Organisation in improving employee engagement and retention, improving the offer to new applicants; reducing employee turnover; and strengthening the Organisational culture. Organisation-wide consultation was underway and the draft proposition would be brought to the Committee for validation and comment.

The Committee:

- Reflected on the Organisation’s unique selling point, which included the ability to attract a wide range of individuals at all levels of ability and skill, and to facilitate their training, development and progression within the Organisation,
- Recognised the need for adequate resources to ensure successful outcomes for the project and were keen to support the Directorate as appropriate. The Committee reflected on the need to ensure the EVP was realistic, and considered how the success of the Project would be measured,
- Considered the need to ensure that ‘Work How It Work Works Best’ was applicable and utilised by all staff, including workplace based staff such as those within Health Protection, Screening and Laboratory Services,
- Considered how best to utilise and embed the Public Health Skills framework, particularly with reference to developing welsh language skilled individuals that work at all levels of the system.

The Committee thanked NL and SM for the presentation, noting the emphasis on valuing staff throughout and **agreed** to consider the project further before its launch in the Spring.

The Committee noted the relevance of considering this in the context of workforce planning.

<b>PODC 4/2023.01.12</b>	<b>Item for Assurance</b>
<b>PODC 4.1/2023.01.12</b>	<b>Staff Engagement and Partnership</b>
<b>PODC 4.1.1/2023.01.12</b>	<b>Staff Network – Action Plan Update</b>

SB gave the Committee an overview of the growth of the Staff Networks in the previous twelve months, including the establishment of two new Networks (the Cymraeg Network and the Men’s Network) and the invitation to provide input into Organisational Development projects. SB informed the Committee of recent exploratory work with other NHS and Government organisations with a view to staging a ‘disability careers fair’ in the near future.

The Committee considered:

- The establishment of the two new networks, although beyond the diversity remit provided an opportunity to engage with even more groups of staff. The Cymraeg Network in particular provided a timely opportunity to revisit and enhance the Welsh Language agenda within Public Health Wales. SB agreed that Cymraeg Network was a unique Network with a broader scope than diversity, and it would be helpful to grow the Network with support, knowledge and insight that comes with the other established Networks.
- Noted engagement between the Networks and importance of input and engagement with external third sector stakeholders, in conjunction with the newly established Engagement and Experience Network,

- Noted plans to roll out Equality, Diversity and Inclusion related leadership training via the Electronic Staff Record (ESR),
- The Committee noted that there were other Networks in addition to the Diversity Networks and therefore requested an overview of all of the various engagements with staff.

**Action: NL**

The Committee **noted** and **took assurance** on the progress made against the requests to date from the staff networks, as detailed in the paper and on the accompanying spreadsheet.

**PODC**

**4.1.2/2023.01.12**

**Staff Engagement Update and Plan for 2023/24**

RA provided the Committee with an overview of all the different types of engagement activity, to summarise the work that's been undertaken to date. This included the results of the Work How It Works Best trial, supporting staff, informing our approach to the cost of living crisis through engagement with the Networks, ongoing and regular engagement such as the Local Partnership Forum and the Joint Medical and Dental Negotiating Committee and next the steps.

RA advised that data collected from surveys would be collated in to one action plan and used to develop a strategic and systemic approach to employee engagement. This was a key part of the Organisation's commitment to culture and experience.

The Committee reiterated the need to ensure engagement with front line staff and asked for a summary of the outcomes of the engagements at the appropriate time.

**Action: LB/NL**

The Committee thanked RA for the presentation and **noted** further updates in due course.

**PODC**

**4.1.3/2023.01.12**

**Local Partnership Forum Update**

The Committee received a verbal update from SM on engagement with the Local Partnership Forum, noting that bi-monthly meetings were in place for 2023-24.

A working party was established by UNISON and UNITE with MiP (Managers in Partnership) to revise the Terms of Reference to be considered by the wider staff committees. SM agreed to update the Committee at the next meeting.

**Action Point: SM**

The Committee **noted** ongoing work to ensure Royal College of Nursing representation on the Local Partnership Forum.

The Committee thanked SM for the comprehensive verbal update.

<b>PODC 4.2/2023.01.12</b>	<b>Performance Assurance Dashboard</b>
<p>The Committee considered an update on Workforce stability and agility from MB. The presentation focused on four areas: current labour market conditions and trends; data intelligence from joiners and leavers; role of workforce planning; and utilisation accrued data.</p> <p>The Organisation had recently commenced a new approach to recording information of joiners and leaver, a report of the analysis on this data would be presented to the Committee at an appropriate date in time.</p> <p><b>Action: MB</b></p> <p>MB provided a live demonstration of the Starter and Leaver Dashboards, highlighted areas of concern within the Organisation:</p> <ul style="list-style-type: none"> <li>• the under-20 age bracket showed a low number of starters.</li> <li>• the number of leavers with under 12 months service was high, further a large proportion of these leavers were permanent staff –indicating a high level of recurring recruitment.</li> </ul> <p>It was noted that Workforce Planning utilised the Dashboards to target areas within the Organisation where attraction, retention and succession could be employed to good effect, which bridged the gap between workforce demand and workforce supply.</p> <p>The Committee reflected on the increased sickness rates shown by the Dashboard. JOB confirmed that the increase in sickness absence rates were being monitored, and that he would share analysis of sickness absence data alongside turnover data outside of the Committee.</p> <p><b>Action: JOB</b></p> <p>The Committee noted the challenges of attracting a wide range of candidates, including those from abroad due in part to the qualifications system and delays with issuing visas. The Committee suggested that NL consider how this is best reflected within the risk registers.</p> <p>The Committee also considered potential correlation between the rising sickness rates and additional pressures faced by front-line staff.</p> <p>The Committee <b>noted</b> the information provided and thanked MB and JOB for the update.</p>	
<b>PODC 5/2023.01.12</b>	<b>Items for Approval</b>
<b>PODC 5.1/2023.01.12</b>	<b>Gender Pay Gap Annual Report (2022)</b>
<p>The Committee <b>considered</b> the Gender Pay Gap Report 2022, and noted the gap had fallen to 11.5% this year from 16.1% for the last reporting year.</p>	

The reasons for the observed decrease were discussed and it was noted that progression through pay bands and the adoption of Work Where It Works Best were contributory factors.

The Organisation also openly published its Ethnicity Pay Gap (-4.5% in favour of minority ethnic staff) and the Disability Pay Gap (11.5%). Work was under way to increase staff awareness of the need to declare personal information to ensure a higher degree of accuracy going forward.

The Committee suggested that the caring element in these figures would be more accurately represented with the inclusion of staff who care for elderly parents or relatives. The Committee asked the Organisation to consider ways to support carers, noting possible alignment with the Employee Value Proposition work stream.

The Committee asked for further analysis of the Pay Gap data from the older age bracket as the evidence presented in the report appeared to contradict national trends post-pandemic. SB agreed to investigate this further.

**Action: SB**

The Committee considered the male/female workforce ratio, noting that similar ratios were seen across most healthcare settings. The Committee reflected that this trend may continue as the Organisation further developed its aim to be an inclusive and flexible employer.

The Committee **approved** the Gender Pay Gap Report.

<b>PODC 5.2/2023.01.12</b>	<b>Minutes, Action Log and Matters Arising of meeting (6 October 2022)</b>
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The Committee considered the minutes and action log.

The Committee **approved** the minutes of the 6 October 2022 meeting.

The Committee **approved** the closure of five action points on the Action Log.

<b>PODC 6/2023.01.12</b>	<b>Items to Note</b>
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<b>PODC 6.1/2023.01.12</b>	<b>Managing Risk</b>
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The Committee **received** and **noted** the Strategic and Corporate Risk Registers relevant to the Committee's remit, and took **assurance** that the Organisation's Strategic and Corporate risks were being managed appropriately. The Committee agreed to consider the risks in more detail at the next meeting.

<b>PODC 6.2/2023.01.12</b>	<b>Work Plan</b>
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The Committee **received** and **noted** the People and Organisational Development Committee Workplan 2022/23.

<b>PODC 6.3/2023.01.12</b>	<b>Internal Audit – Final Report</b>
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The Committee **received** and **noted** the Workforce Sickness Absence Monitoring, Final Internal Audit Report.

<b>PODC 7/2023.01.12</b>	<b>Closing Administration</b>
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Any Other Business:

- There was no other business to note.

Committee Feedback:

- The Committee were invited to provide their feedback of the meeting including any areas that worked well, and any areas for improvement.

Date of Next Meeting:

- The next meeting would be held on Tuesday 18 April 2023.

*The meeting closed at 16:02*

CONFIRMED