

**Confirmed Minutes of the Public Health Wales  
People and Organisational Development Committee Meeting  
8 November 2023 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 15:33
Kate Young	(KY)	Non-Executive Director (Third Sector) Joined at 14:51.
<b>In Attendance:</b>		
Rachel Attwood	(RA)	Assistant Director Organisational Development and Engagement
Thomas Bannicott	(TB)	Programme Design and Delivery Lead, People and Organisational Development. For item 3.1
Michelle Battlemuch	(MB)	Assistant Director of Operations, Executive Team (Representing MK and AJ)
Anne Beegan	(AB)	Audit Wales
Liz Blayney	(LB)	Deputy Board Secretary and Board Governance Manager
Sarah Brewer	(SB)	Head of Employee Experience
Alison Davies	(AD)	Resourcing Lead, People and Organisational Development. (Observer)
Lucy Day	(LD)	Business Manager
Rupinder Dogra	(RD)	Head of People and Organisational Development Partnering
Liz Heath	(LH)	Staff side representative
Neil Lewis	(NL)	Director of People and Organisational Development
Samantha Morgan	(SM)	Assistant Director of People Strategy, Insights and Service
Stuart Silcox	(SS)	Assistant Director of Integrated Governance, Quality Nursing and Allied Health Professionals (representing CB)
Paul Veysey	(PV)	Board Secretary and Head of Board Business Unit Joined at 15:52
Brett Wrightbrook	(BW)	Wellbeing and Engagement Manager. (Observer) Joined at 14:12
<b>Apologies</b>		
Claire Birchall	(CB)	Acting Executive Director of Quality, Nursing and Allied Health Professionals

Tracey Cooper	(TC)	Chief Executive
Andrew Jones	(AJ)	Deputy Director of Health Protection and Screening Services
Meng Khaw	(MK)	National Director of Health Protection and Screening Services and Executive Medical Director
Joe O'Brien	(JOB)	Workforce Systems and Analytics Lead
<b>Secretariat</b>		
Andrew Morton	(AM)	Board Support Officer
The meeting commenced at 14:00		
<b>PODC 1/2023.11.08</b>	<b>Welcome and Apologies for Absence</b>	
<p>MM 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 in February 2024.</p> <p>The apologies for absence received were <b>noted</b>.</p>		
<b>PODC /2023.11.08</b>	<b>Declarations of Interest</b>	
There were no declarations of interest in addition to those already declared on the Declarations of Interest Register.		
<b>PODC 3/2023.11.08</b>	<b>Items for Assurance</b>	
<b>PODC 3.1/2023.11.08</b>	<b>Deep Dive: Managing Change</b>	
<p>The Committee considered a presentation from RD on Managing Change, which showed the recent changes within the Organisation that were overseen by People &amp; Organisational Development (OD), who have worked closely with enabler colleagues, particularly the Project Management Office.</p> <p>Through a task and finish group, People &amp; OD led on:</p> <ul style="list-style-type: none"> <li>• The development of toolkits and frameworks to increase capability in change management, with a focus on engagement,</li> <li>• Working in collaboration across Functions and</li> <li>• Partnership working with Trades Union colleagues to improve staff experience of change.</li> </ul> <p>The Project Management Office developed:</p> <ul style="list-style-type: none"> <li>• A Project and Programme Management Community of Practice</li> <li>• Dashboards to support planning and change initiatives</li> <li>• Monthly Programme Delivery Confidence Assessments</li> <li>• A change portfolio register.</li> </ul>		

Work continued in several areas, such as:

- The allocation of resources to Programmes of change
- The development of assurance programmes for early warning of potential issues
- Strengthening of Partnership working locally and nationally
- Development of Organisational Design principles
- Measurement of staff experience and engagement
- Leading with Impact workshops to support the management of change through desired behaviours and approach.

The current plan included strengthening of partnership working; the finalisation of design principles linked to Organisational Effectiveness, alongside the continued measurement of staff experience of change. Impact Workshops were planned to start in Quarter 4 and all managers would be invited to attend.

The work undertaken, in progress and planned would help to realise the goal of the People and Organisational Development Directorate to develop a flexible, sustainable and thriving workforce with the capability to deliver the proposed Long Term Strategy.

MM thanked NL, RD and TB for the presentation, and highlighted the cross organisational approach taken.

The Committee asked if the results of the surveys could be shared. RD advised the Committee that the surveys had been trialled as pilots and that the plan was to share the results as they were available, the results would show what had worked well and what had not worked, highlight success and support improvement activity.

The Committee asked how the emotional aspect of programme change could be recorded in the process of data capture. RD assured the Committee that involving and engaging with staff had been the priority and the results were captured through staff experience surveys.

The Committee asked how lesson learned from change programmes were captured and acted on. RD advised the Committee that lessons learned were built into every Change Programme, additionally, the use of the Dashboards provided insights for monitoring impacts resulting from Organisational change. A Lessons Learned Repository was under development to ensure that lessons would be learned from every project.

The Committee asked how post implementation feedback was followed up on and how the impact monitored. The Project Management Office would use dashboards to monitor the data collected, and on a longer term, develop systems to monitor and track the changed systems.

MM thanked NL and his team and the Committee **noted** and **took assurance** from the presentation. The Committee asked for a report to the Committee in the future to include how the intended benefits of the programmes have been realised.

**Action NL**

**PODC 3.2/  
2023.11.08**

**Trade Union Partnership Working Forums -  
Update**

The Committee **considered** the Trade Union Partnership Working Forums Update Report.

SM introduced the paper which summarised activity for the period 1 April to 30 September 2023; within which there had been three meetings and the newly formed Informal Partnership Working Groups met between the Forum meetings to address operational issues.

Local Partnership Forum Attendance met the Terms of Reference requirements, an average of eight staff-side representatives and six management representatives were present at the meetings. The Committee noted this increased attendance recorded, which had been raised at the previous meeting.

The Committee's sought assurance that the extraordinary item in the report concerning the withdrawal of one Union from the Staff-side Committee did not negatively impact on effective working relationships. SM advised that the Union involved was committed to partnership working with Public Health Wales, and had engaged on a number of issues; the withdrawal was from this particular meeting only.

The Committee **received** the update for **assurance**.

**PODC 3.3/  
2023.11.08**

**Performance Assurance Dashboard/Workforce**

The Committee considered the dashboards and received a verbal update from NL. The figures showed static figures for both sickness and staff turnover. The figures for appraisals and statutory and mandatory training were steadily improving but remained below Welsh Government set levels.

The Committee noted the consistently higher levels of sickness in Health Protection and Screening and asked if the figures could be split to show the sickness figures of those who were workplace based versus those working from home.

**Action: NL/JOB**

MB highlighted that a higher percentage of the Health Protection and Screening Services Directorate worked directly with the public, this would impact on the sickness levels as they were often unable to work from home due to the nature of their roles.

The Committee asked if figures for staff influenza vaccination uptake was available: 507 of staff had currently received a vaccination.

The Committee were advised the Organisation had set up confidential advisory clinics in areas where absenteeism was highest. Assessments for staff who were long term sick or with issues regarding stress and anxiety were offered assessments and could be referred to Occupational Health.

The Committee asked if there was an update to the figures from the exit interviews of leavers. NL advised the Committee the data would be available for the Committee's next meeting.

**Action: NL/JOB**

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

**PODC 3.4/  
2023.11.08**

**Strategic Risk**

The Committee considered the within its remit.

SS informed the Committee that the corporate risk register was in the process of being refreshed, and that the Corporate Risks within the remit of the Committee along with Risk items relevant to the Committee arising from the continued work of the Risk Management Development Plan would be brought to the next Committee meeting.

**Action: SS/CB**

SS referred to Strategic Risk 4, and noted two errors on the paper:

- on page 3, the Records Management Plan Due day should be 30 March 2025.
- on page 3, the Progress box for the action Implement year 2 of Integrated Governance implementation plan, should read "on target with the implementation date."

NL assured the Committee that work continued across the Organisation to ensure progress was being made to reduce the risk to the Organisation.

The Committee asked for the actions to clearly be written to address the risks recorded and for clarity regarding leadership of risks be addressed where at present it stated 'to be determined.' NL agreed to revise the actions and submit the revision to the Committee.

**Action: NL**

The Committee asked for clarification of the narrative of the Progress narrative on AP 4.6. NL assured the Committee that plans were in place and were moving forward to address challenges in the area concerned. NL agreed to provide the

Committee with a narrative which would more fully address the timelines concerned.

**Action: NL**

The Committee further discussed workforce planning and suggested an assessment of the current workforce and current gaps to progress the work further, identifying gaps which were found.

The Committee then discussed issues arising when recruiting to highly specialised roles within the workforce. An exercise was ongoing to identify all roles which could lead to potential harm to the population if these roles were not filled and how the Organisation could address the gaps which resulted. It was felt that this work was not articulated sufficiently in the Risk as recorded and inclusion of this data was suggested.

The Committee **considered** the Strategic Risk relevant to the Committee's remit

**PODC 3.5/  
2023.11.08**

**People Strategy**

The Committee considered the People Strategy report, which provided an update on progress towards realising the vision in the People Strategy. The work detailed was a whole Organisation record of the work undertaken in the nine key areas of the People Strategy.

NL summarised the progress:

- The Organisation was currently piloting a Leadership and Management Academy and looking to activate the People Promise and in the process of procuring a partner to work alongside to work with.
- Well-being and support have been strengthened with the introduction of new programmes, toolkits and manager training and an impact has already been observed in this area.
- Recruitment and attraction efforts have been strengthened with Universities, Schools and Colleges by attending job fairs and utilising community engagement opportunities which will result in a increasingly diverse workforce.
- The work in the area of Equality, Diversity and Inclusion was producing results, with increases which better reflect a workforce which better reflects the diversity of the population as a whole. Work on the Dashboards will continue and will further help the Organisation to mature and grow.

The Committee suggested the impact of the growing use of AI (Artificial Intelligence) should be considered in the context of the People Strategy. The Committee further suggested the development of a strategic approach to AI to allow the Organisation to keep up to date with fast changing developments in the field.

The Committee noted the increase in the workforce by 65% since 2017 and asked for an explanation for this increase. NL agreed to provide a breakdown showing the increase in work force, including any relevant business cases and funding allocations.

**Action: NL**

The Committee suggested that the narrative across the Organisation should be specific to each area, it should clearly show and indicate where changes or initiatives were taking place in specific Divisions or Directorates. The narrative should clearly explain where a development resulted from an identified need within the area, this approach would demonstrate that Public Health Wales had identified an issue and had then actively worked to make a difference and an improvement for the work force in that area.

MM thanked NL, SM and the team for the update.

The Committee received **assurance** on the progress of the work.

**PODC 3.6/  
2023.11.08**

**Break**

**PODC 3.7/  
2023.11.08**

**Grievance Report**

NL provided the Committee with an update on grievances received by the Organisation, which had been requested previously by Trade Union representatives. The Organisation followed a Small Numbers Policy and, as the number of grievances received falls under that Policy, it was agreed to bring a verbal update to the Committee for **assurance**. NL advised the Committee that all grievances were treated confidentially and were managed according to policies and protocols in place.

Staff Networks, the People and Organisational Development Directorate and Trades Unions were actively promoting how to report grievances and the Committee asked if, in the last five years, there had been any cases reported within known areas (racism and sexism were quoted) which would indicate this promotion was effective.

NL assured the Committee that effective monitoring was undertaken by himself as Executive Lead, and that very few cases had been reported.

MM thanked NL for the assurance provided and invited members of the Committee to contact the People and Organisational Development Directorate for discussions with the Team with any specific concerns.

LB highlighted that the learning from grievance cases formed part of the work around Speaking Up Safely and suggested that any thematic learning from

<p>grievances could be monitored through the Speaking Up Safely Framework Annual Reporting, as grievance would fall under the protocol. <b>Action: NL/LB</b></p>	
<p><b>PODC 3/8 2023.11.08</b></p>	<p><b>Summary of policies Bi-Annual Update</b></p>
<p>The Committee considered the quarterly report and extract of Policies within the remit of the Committee. Seven Policies were on the Agenda for this meeting for Approval and further work continued to bring a number of Policies for Approval to the Committee's next meeting in February.</p> <p>All-Wales Policies were not being reviewed at an national level, a system to log this and a proposal to update those Policies within the Organisation was under evaluation at an All Wales level.</p> <p>The Committee thanked LB for the clear distinction between the different Policy owners and the assurance that out of date All-Wales Policies would remain compliant until they were subsequently reviewed.</p> <p>The Committee took <b>assurance</b> on the prioritisation and progress being made to review Corporate policies, procedures and other written control documents within the remit of the Committee.</p>	
<p><b>PODC 3.9/ 2023.11.08</b></p>	<p><b>Staff Engagement Plan and Outcomes</b></p>
<p>RA considered a presentation on Staff Engagement since the last presentation to the Committee in January 2023.</p> <p>The Committee asked for a breakdown of information regarding input received from staff working in the workplace. RA advised the Committee that the Organisation was always seeking to improve levels of engagement and had undertaken research to understand how low response levels affect data reliability.</p> <p>MM thanked RA for the update, and the Committee took assurance on the level of engagement with staff.</p>	
<p><b>PODC 4/2023.11.08</b></p>	<p><b>Items for Approval</b></p>
<p><b>PODC 4.1/ 2023.11.08</b></p>	<p><b>Minutes, Action Log and Matters Arising of meeting (19 July 2023)</b></p>
<p>The Committee <b>approved</b> the minutes of the meeting of 19 July 2023.</p> <p>The Committee <b>approved</b> the closure of ten completed actions on the Action Log.</p>	
<p><b>PODC 4.2/</b></p>	<p><b>Policies for Approval</b></p>

<b>2023.11.08</b>	
<p>The Committee considered the seven Policies listed on the Agenda.</p> <p>LD and LB provided the Committee with a detailed explanation of the consultation and approval process that had been followed for each Policy. People Policies had been to workshops to allow for staff engagement, they had been circulated to Staff-side representatives from which a number of comments had been received and incorporated into the versions presented for approval. There was also a full Organisation wide consultation via publication on the Consultation Database (for over six weeks), to Trades Union colleagues, the Local Partnership Forum (via e-mail) and to the Leadership Team.</p> <p>The Leadership Team had reviewed each Policy in detail and the feedback which had been received for each Policy and endorsed all the Policies to come to the Committee for Approval.</p> <p>MM thanked both for the clear explanation of the process followed, and took assurance from the level of engagement.</p> <p>LH noted the improved quality of the Equality, Health Impact Assessments that had been produced.</p> <p>The Committee agreed and <b>approved</b> the following seven Policies and Procedures:</p> <ul style="list-style-type: none"> <li>• Work How It Works Best Policy</li> <li>• Trans Inclusion Policy</li> <li>• Learning and Development Policy</li> <li>• Employing Ex-Offenders and People with a Criminal Record Policy</li> <li>• My Contribution Policy</li> <li>• Mobilisation Procedure</li> <li>• Employee Recognition Procedure</li> </ul>	
<b>PODC 4.3/ 2023.11.08</b>	<b>Raising Concerns Annual Report, Raising Concerns and Speaking up Safely</b>
<p>The Committee <b>received</b> the Speaking Up Annual Report, Appendix 1, Appendix 2, and Action Plan.</p> <p>PB informed the Committee the Speaking Up Review was undertaken on an annual basis to provide the Committee with <b>assurance</b> the process was working well. He reported a nil return for the year under review. NL, JW and PB met to confirm sufficient promotion of the process was in place, and that the system was robust enough to ensure progress through the Organisation to the correct home, once a concern was received. It was noted that many of the actions currently followed by this process would additionally be followed by the Speaking Up Safely Framework.</p>	

The Speaking Up Safely Framework was a Welsh Government Framework which the Organisation was required to adopt. This, along with the action plan for implementation had been approved by The Board at an Extraordinary Meeting on 26 October 2023.

The role and remit of the Committee will be to provide assurance to The Board regarding our approach and effectiveness relating to the Speaking Up Safely Framework. The Annual Report approved by the Committee would now change from the Raising Concerns Annual Report to the Speaking Up Safely Annual Report. The Work Programme for the Committee will be updated as appropriate, this was documented in the change made to the Committee Terms of Reference at item 5.1 on the Agenda.

The Protocol was currently under development and was reviewed by Network Chairs and would be forwarded to the Safeguarding Team, Trades Union colleagues, the Equality, Diversity and Inclusion Team and the Local Partnership Forum. The Protocol would be submitted to the November Board Meeting for approval alongside a Communications Campaign plan.

The Committee **considered** the report and received **assurance** on the work in place to fully adopt the Speaking Up Safely Framework.

<b>PODC 4.4/ 2023.11.08</b>	<b>Workforce Annual Report (2022-23)</b>
<p>The Committee <b>considered</b> the Workforce Annual Report. Following approval by the Committee the report would be forwarded to be designed and translated and would be published by 31 March 2024, as required by Welsh Government.</p> <p>The Committee <b>approved</b> the Workforce Annual Report.</p>	
<b>PODC 4.5/ 2023.11.08</b>	<b>Annual Equalities Report (2022-23)</b>
<p>The Committee <b>received</b> the Annual Equalities Report. Following approval by the Committee the report would be forwarded to be designed and translated and would be published by 31 March 2024, as required by Welsh Government.</p> <p>The Committee <b>approved</b> the Annual Equalities Report.</p>	
<b>PODC 5/2023.11.08</b>	<b>For Recommendation to Board</b>
<b>PODC 5.1/ 2023.11.08</b>	<b>People and Organisational Development Committee - Terms of Reference</b>
<p>The Committee <b>received</b> and <b>endorsed</b> the revised Committee Terms of Reference for recommendation to The Board.</p>	
<b>PODC 6/2023.11.08</b>	<b>Items to Note</b>
<b>PODC 6.1/ 2023.11.08</b>	<b>Committee WorkPlan</b>

The Committee <b>received</b> and <b>noted</b> the WorkPlan	
<b>ACGC 6/2023. 09.19</b>	<b>Governance and Accountability</b>
<b>PODC 6.2/ 2023.11.08</b>	<b>Audit Reports</b>
None.	
<p>The Committee noted that management responses to the Workforce Planning Audit Report were received at the Business Executive Team meeting on 8 November and feedback was being collated. The Report would be presented to the Audit and Corporate Governance Committee in January and would be presented to this Committee when it next meets in February.</p>	
<b>PODC 7/2023.11.08</b>	<b>Closing Administration</b>
<p><b>Date of next Committee meeting:</b> 6 February 2024</p> <p><b>Any Other Business</b></p> <p>None</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 16:29	