

**Confirmed Minutes of the Public Health Wales
People and Organisational Development Committee Meeting
11 April 2024 at 10:30, in 3.2 CQ2 and via Microsoft Teams**

Present:		
Mohammed Mehmet	(MM)	Committee Chair and Non-Executive Director (Local Authority)
Kate Young	(KY)	Non-Executive Director (Third Sector).
Tamsin Ramasut	(TR)	Non-Executive Director (Equality and Diversity)
In Attendance:		
Rachel Attwood	(RA)	Assistant Director Organisational Development and Engagement
Michelle Battlemuch	(MB)	Assistant Director of Operations, Executive Team
Liz Blayney	(LB)	Deputy Board Secretary and Board Governance Manager
Lucy Day	(LD)	Business Manager
Neil Lewis	(NL)	Director of People and Organisational Development
Kelly McFadyen	(KM)	Learning and Development Manager
Claire Birchall	(CB)	Acting Executive Director of Quality, Nursing and Allied Health Professionals
Joe O'Brien	(JOB)	Workforce Systems and Analytics Lead. (Left at 11:00)
Liz Heath	(LH)	Staff side representative
Meng Khaw	(MK)	National Director of Health Protection and Screening Services and Executive Medical Director
Tracey Cooper	(TC)	Chief Executive (arrived at 11:25, left at 12:24)
Danielle Gething	(DG)	Head of Risk Management (arrived at 11:01 and left at 11:41)
Apologies		
Paul Veysey	(PV)	Board Secretary and Head of Board Business Unit
Jan Williams	(JW)	Chair, Public Health Wales Board
Stuart Silcox	(SS)	Assistant Director of Integrated Governance
Secretariat		
Ffion Lloyd	(FL)	Board Support Officer
The meeting commenced at 10:30		
PODC 1/2024.04.11		Welcome and Apologies for Absence
MM 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 in July 2024.

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

PODC 2/2024.04.11

Declarations of Interest

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

PODC 3/2024.04.11

Items for Assurance

**PODC 3.1/
2024.04.11**

**Performance Assurance
Dashboard/Workforce**

The Committee considered the Performance Assurance Workforce Dashboard.

JOB provided an update on the key points of the Performance Assurance Dashboards that has been refreshed with March data:

- Sickness levels were as expected, and new benchmarking data would be introduced to allow comparisons between organisations and to provide real time information.
- Monthly turnover for March was higher than previous months but this was anticipated due to the end of fixed term contracts.
- A new process had been developed to understand and address issues of leaving reasons not being recorded; JOB to bring analysis of first quarter data to a future Committee.

Action: JOB

- The appraisal figure for Public Health Wales had increased by 8%, and by 10% for the Health Protection and Screening Services directorate.
- An additional Duty of Quality course would be added as a core statutory and mandatory course from 1 April.
- Data was being prepared for the Race Equality Standard to meet the required reporting from 31 March; JOB to bring this data to a future Committee once national reporting is complete.

Action: JOB

MM thanked JOB for the update and acknowledged the progress that had been made.

The Committee noted that this data could assist to identify gaps in Statutory and Mandatory training and to work with individuals to encourage progress. The Committee also questioned whether higher rates of sickness in band 3 and 4 roles were due to those having a higher ratio of frontline roles, who were not able to work from home. JOB agreed to take this away and report back to a future Committee.

Action: JOB

The Committee noted the lower training completion rates for the Board and Corporate Directorate, which was attributed to fewer working hours and a smaller workforce than other directorates. CB noted plans to incorporate some training modules into future Board Development meetings.

The Committee also noted missing data on exit interviews; NL gave assurance this data was part of the staff survey data, and that this data would be linked with the leaving reasons data to allow for more detailed investigation.

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

PODC 3.1.1/2024.04.11

Statutory and Mandatory Training

RB provided the Committee with a list of queries from other Committees to consider training courses to be mandated and their regularity. The specific asks of this meeting were:

- Whether Business Continuity Planning training should be mandated.
- Whether the Counter Fraud/Cyber Security module interval should be changed from bi-annual to annual.
- To give assurance on having a monitoring system for Health and Safety training.

NL highlighted the challenges around implementation due to the All-Wales position on training standards and suggested that training could be made role specific to make more relevant to staff. RA noted that feedback was given on required training and that this may be considered at a future review.

The Committee noted that some training courses were not suitable due to accessibility, such as no subtitles or having to complete them in a busy/noisy environment for those lab-based staff, and therefore may struggle with increased regularity. They questioned whether changing the Cyber Security module to annual was required or if an update / communication on new relevant threats would be more suitable.

NL and RA agreed to communicate with the relevant leads on the best way forward and this would be brought back at the next Committee meeting.

Action: NL/RA

The Committee **considered** the queries referred from Committee's in relation to Statutory and Mandatory training and **noted** that a written summary of the review would be provided to the Committee's via the Board Composite report on the discussion.

PODC 3.1.2/2024.04.11

Health Protection and Screening Services (My Contribution Compliance)

MB provided an update on the My Contribution Compliance of the Health Protection and Screening Services directorate following on from the deep dive item undertaken at the February 2024 Committee meeting, this contained an extra month of data (February 2024) than previously presented.

MB highlighted the increase in compliance from 71-76% between January and February, and listed the work done to achieve this, such as a bespoke plan for each directorate and targeted support for managers. These plans suggested that by the end of Quarter 2 all areas should have achieved 85% compliance.

MM thanked MB for the update and commented on the positive progress. The Committee queried whether the improvements seen could be sustained after the assistance was removed. MB confirmed that sustainable processes were being investigated and implemented, such as looking at providing proxy administrative access for those without a laptop to improve upload times compared to providing data to People and OD colleagues.

The Committee took **assurance** on the progress being made to improve My Contribution compliance within the Health Protection and Screening directorate. *

PODC 3.2

Staff Engagement and Partnerships and Working with Trade Unions

**PODC 3.2.1/
2024.04.11**

Culture Action Plan (linked to SRR)

RA provided the Committee with an update for assurance on the progress of the Culture Action Plan as part of the action to deliver desired culture through a high-level action plan, associated with Strategic Risk 4.

The update included using the three main People and OD priorities to create IMTP milestones that could be used to track progress and the refreshed culture narrative that has been uploaded to the intranet.

The Committee questioned whether working with trade unions was part of the wellbeing goals and how the Board was to be informed on the progress of this plan. RA assured the Committee that working with trade unions was embedded in the plan, and that a dashboard was in development to demonstrate progress to future Committee meetings and to Board meetings; this dashboard is due for delivery by quarter 4 once priorities for measurement were decided.

The Committee **took assurance** that a plan was in place to deliver on the Strategic Risk to deliver desired culture.

**PODC 3.2.2/
2024.04.11**

Staff Networks - Update on Actions

RA provided an update on the progress of staff network actions agreed at Board.

RA noted that the Women’s Network was yet to attend Board; this would now be at July Board. RA advised that agreed actions for all other networks had either been closed or were in progress. It was also highlighted that additional resources for this would be available shortly, and that they would also look to bring actions together to benefit multiple networks.

The Committee queried whether actions and action plans were agreed with networks; RA confirmed this and NL highlighted the recent recruitment within the People and OD team to pick up the role between the networks and the wider organisation.

KY questioned on the progress of the Carers leave act, NL confirmed that work is in hand and the positive work being undertaken with the Chair of the Carers Network.

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

**PODC 3.2.3/
2024.04.11**

**Local Partnership Forum Annual Report
(2023/24)**

NL provided an overview of the Local Partnership Forum Annual Report covering the period between 1 April 2023 and 31st March 2024; this highlighted the breakdown of attendance at meetings, key topics discussed and the policies that had been endorsed. Recent challenges such as outstanding Terms of Reference from the Staff Side Committee and ensuring that the Local Partnership Forum has quorum were brought to the Committee's attention as these cause difficulties in making progress.

LH informed the Committee that this item had been shared with the Staff Side Committee and had a response from the Chair which was read out for members. This response would be distributed to Committee members after the meeting.

Action: LB

MM thanked LH for the update and stressed the importance of the relationship between Public Health Wales and trade unions. It was noted that recent meetings had not been well attended and that members were keen to find solutions to these challenges without Public Health Wales intervening.

In response, NL reaffirmed to the Committee that Board had agreed the governance changes 12 months ago, the proposals had been subject to a formal Respect and Resolution process which was led by an independent consultant. The Respect and Resolution complaint submitted by UNITE was not upheld and no appeal was received. NL set out his continued commitment and desire to work in partnership with Trade Unions and that meetings with regional representatives were scheduled in an attempt to move forward.

LH noted that unions may not be able to send who they have elected to represent them and would take the comments back to Staff Side Committee.

The Committee noted the right of the Board to decide on attendance at Board meetings and the importance of working with the dynamics within and between the unions to allow people to represent their unions and professions.

MM thanked NL and LH for their comments and suggested a return of this item at a future meeting to update on progress.

Action: NL

<p>The Committee received the Local Partnership Forum Annual Report provided for assurance.</p>	
PODC 3.3/ 2024.04.11	Managing Risk – 11:20
<p>CB provided an update on the management of the strategic and corporate risk registers.</p> <p>CB noted the 7 risks associated with the Long-Term Plan and the IMTP that were read by the Board in March 2023 and revised by the Executive Team.</p> <p>Strategic Risk 4 was highlighted as John Bolton was listed as a contributor despite having moved roles, this would be reviewed with a new lead brought in. No change to the risk score was reported, but change was expected due to mediation around the Public Enquiry, Staff survey and work on culture.</p> <p>Three areas of the Corporate Risk Register were highlighted for the Committee:</p> <ul style="list-style-type: none"> • Duties within the Health and Social Care Act • Links to the Strategic Risk concerning workforce capacity/resources. • Organisational DBS check requirement <p>The Committee noted the importance of strategic workforce planning and questioned whether this was in place. NL confirmed the work done with all directorates to ensure workforce planning was in place to identify gaps and challenges such as with COVID and industrial action.</p> <p>The Committee queried the introduction of a new safeguarding risk and asked for further information on this matter for context. NL confirmed the safeguarding risk was because DBS checks on individuals were performed on the commencement of employment in Public Health Wales and were not renewed thereafter, which had presented a risk that employees may not have an appropriate level of DBS check for their role. The Committee noted that DBS checks need to be checked for areas such as those involved with the Young Ambassadors Programme.</p> <p>CB agreed to bring forward a paper on this to a future Committee meeting.</p> <p>Action - CB</p> <p>The Committee considered the Strategic Risks and took assurance on the management of Strategic and Corporate Risk within the organisation, within the remit of the Committee.</p>	
PODC 3.3.1/ 2024.04.11	Approach to Workforce Risks
<p>NL introduced DG as Head of Risk Management and noted the positive difference of their time in the organisation.</p> <p>DG provided an overview of the approach on the work done to synergise between organisational, corporate and strategic risks, and to realise the benefits of the Risk</p>	

Management Development plan that was endorsed by the Board and the Audit and Corporate Governance Committee in 2023.

DG highlighted the requirement to refine the organisational risk management escalation process and the definition criteria for each level in order to provide clarity and support for staff. This work also included work undertaken on risk appetite levels and aims to implement risk management during the development phase of projects.

MM thanked DG for the update and noted that this work addressed a key issue raised by Audit Wales regarding risk escalation and whether the appropriate risks are seen at Board. MM asked DG and NL to bring a diagram of the risk process and any examples to a future Committee meeting.

Action: DG/NL

**PODC 3.4/
2024.04.11**

Bi-annual Summary of Policies

LB provided an overview of the standard quarterly report showing the current position of all policies within the remit of the Committee, which highlighted any that has passed their review date and what actions had been taken to review these.

LB highlighted two policies that had passed their review dates and were currently being reviewed and would come through to a future Committee meeting for final approval. It was also noted that the Executive Lead was asked to risk assess the impact of out-of-date policies on the organisation, and that in this case both policies had been assessed as low risk.

The Committee queried if this work could be reflected at the review workshop on Recruitment and Selection Policy to bring the work together and noted a potential need to update the mobile phone policy to reflect the increased capability of mobile phones. The Committee also suggested a potential opportunity to bring the mobile phone policy into another that covered cyber security.

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 3.5/
2024.04.11**

Cost of Living Report

NL provided an overview of the report that was taken through the Executive Team and to highlight the breadth of work done both externally and internally.

NL highlighted examples such as the Wagestream and communication campaigns as well as an action plan that pulled together deliverables that would provide support.

The Committee noted the reports reference to the third sector and suggested that more should be done to engage with third sector organisations beyond the WCVA* as this could provide a greater outreach ability to communities and vulnerable people than Public Health Wales could achieve on its own. NL accepted this point and agreed to work with other Executives to provide a response.

Action: NL

The Committee also questioned whether health impact assessments had been undertaken as part of this report; NL agreed to check on this and report back.

Action: NL

The Committee **considered** the scale and breadth of work already undertaken across the organisation in response to the cost-of-living crisis.

PODC 4/2024.04.11

Items for Approval

**PODC 4.1/
2024.04.11**

**Minutes, Action Log and Matters
Arising of meeting (6 February 2024)**

The Committee **approved** the minutes of the meeting of 6 February 2024.

The Committee **approved** the closure of completed actions on the Action Log and approved the date change of action PODC 2023/33 to 9 July 2024.

NL agreed to discuss with CB to pick up action PODC 2024/5 as part of the Young Ambassadors work whilst the programme is under review.

Action: NL

**PODC 4.2/
2024.04.11**

Policies for Approval

None.

PODC 5/2024.04.11

For Recommendation to Board

LB provided an overview of the reports that the Committee was asked to recommend to the Board for assurance/approval.

The Committee were asked to review:

- Proposed changes to the Committee Terms of Reference
- The Forward Look for 2023/24, which also included cross-committee work
- Summary of review of effectiveness.

The Committee questioned whether data from the Staff Survey and on exit interviews would be discussion points on the Forward Look. NL noted delays from HEIW but confirmed that the survey data would be shared with staff and as a report to Board; the exit interview data would be discussed as part of the Performance Dashboard and with the Local Partnership Forum.

The Committee:

- **Approved** the Committee Work Plan for 2024/25 and agreed to submit to the Board for assurance.
- **Approved** the Committee Annual Report and recommended it to the Board for assurance.



<ul style="list-style-type: none"> • Recommended the proposed changes to the Terms of Reference to the Board for approval. • Considered the Committee Effectiveness presentation, and recommended it to the Board for assurance 	
PODC 6/2024.04.11	Items to Note
PODC 6.1/2024.04.11	Audit Reports
None.	
PODC 6/2024.04.11	Closing Administration
Date of next Committee meeting: 9 July 2024	
Any Other Business	
The Committee was asked to e-mail feedback on the meeting to LB.	
MM thanked everyone for their contributions and closed the meeting.	
The meeting closed at 13:06	

CONFIRMED